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Prepared under the direction of the
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ARMY HEADQUARTERS

OTTAWA

AMENDMENTS

[illegible]

PREFACE

The aim of this publication is to provide a glossary of terms, taken from the field of management, labour, wages and production for use by The Corps of RCEME.

The terms defined in this glossary are not military terminology. They will, however, provide a knowledge of words that are essential for management studies and participation in problems connected with industrial relations.

This glossary has been prepared on a broad basis, rather than a narrow one, to introduce new words, phrases, etc, for use by The Corps as it expands and intensifies its activities in these fields. It will also assist members of The Corps by making conveniently available an explanation of terms appearing in texts, periodicals, etc, in addition to assisting the student interested in reading further on these subjects in preparation for examinations or discussion in study groups.

The terms have been taken from many sources, all recognized authorities. The terms have been cross-referenced to reduce the readers' search time.

The index, with its cross-index feature, has been placed ahead of the main text for the readers' convenience.

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- AHQ AG to CGS. Letter on BDF 5-1-5-4, Vol 1,
HQS 3000-2/1. 27 Nov 59.
- BR Lord Beveridge, WH. Second Report of
the Committee on Skilled Men in the Ser-
vices. p. 19. HM Stationery Office, 1942.
- BSI Glossary of Terms in Work Study, British
Standard 3138:1959, British Standards
Institution, 1959. Address: 2 Park St.,
London W.1. Price: 7/6d.
- CAMTS Canadian Army Manual of Trades and
Specialties.
- COD The Concise Oxford Dictionary. Oxford
Press, 1954.
- DEME Directorate of Electrical and Mechanical
Engineering.
- EME Definitions published or under considera-
tion for future publication in EME Manual.
- GML Clarkson Policy Document. Glacier
Metals Ltd. UK, 1956.
- ILO Introduction to Work Study. International
Labor Office, Geneva, 1959. Canada
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- NYU Vehicle and Industrial Safety Course,
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- RS Management Course, RCME School,
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- SAM Glossary of Personnel Management and
Industrial Relations Terms. Society for
Advancement of Management. 1959.
Address: 74 Fifth Ave., New York 11, NY.
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Lorentsen, Edith and Woolner, Evelyn. Fifty Years of Labour Legislation in Canada. Canadian Department of Labour, 1950.

Staff Development, The Supervisor's Job, Training Manual No. 6, Department of Health, Education, and Welfare. Superintendent of Documents, US Government Printing Office, Washington 25, DC. 1954.

SYMBOLS

To save space the symbol # is frequently used in the body of the index. It represents the complete word found at the beginning of the group, as for example in the group ACTIVITY, Rated # Sampling stands for Rated Activity Sampling.

An asterisk after a definition (when two or more definitions of a term are given) indicates the definition used by The Corps of RCEME. The extra definitions are given for the information of the reader.

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RCEME TERMINOLOGY

101. ABSENCE

The act of employees on a company's active payroll who are away from their work without the employer's prior knowledge or authorization. (SAM)

102. ABSENCE TIME

Any period when a worker is absent from work during the normal working day or week. (BSI)

103. ABSENTEEISM

The practice by employees of being unnecessarily and avoidably absent from their scheduled work. (SAM)

104. ABSENTEE RATE

A ratio indicating the number of man-days or man-hours lost to the total number of available man-days or man-hours of employment during some base period; usually one month. (SAM)

105. ACCESSION

The hiring of a new employee, or the rehiring, appointment, or reinstatement of a former employee. (SAM)

106. ACCIDENT *

Any suddenly occurring unintentional event which causes injury or property damage. (SAM)

107. ACCIDENT

An unplanned, sometimes but not necessarily injurious or damaging event, which interrupts the efficient completion of an activity, and is invariably preceded by an unsafe act and/or unsafe condition. Note that all accidents do not result in injury. In fact, only a few actually do. (NYU)

(*) See Introduction for explanation of symbol.

108. ACCIDENT PREVENTION

The discovery, naming, and doing something about the accident causes. (NYU)

109. ACCIDENT PRONENESS

The tendency of some workers because of peculiarities in intelligence, coordination, temperament, or other physical and mental characteristics, to become victims of accidents or possibly the cause of accidents to others. (SAM)

110. ACCOUNTABILITY

The total obligation that subordinates have to render an account to their superiors concerning the degree to which assigned responsibilities have been or have not been met and carried out. (SAM modified)

111. ACTIVITY

A sphere of action, ie, in management terminology refers to the carrying out of Forecasting, Planning, Organizing, etc, by an executive. (RS)

112. ACTIVITY SAMPLING (See RANDOM OBSERVATION STUDIES) Ratio-delay study. Observation ratio study. Snap-reading method. Random observation method. Work sampling.

A technique in which a large number of instantaneous observations are made over a period of time of a group of machines, processes or workers. Each observation records what is happening at that instant and the percentage of observations recorded for a particular activity or delay is a measure of the percentage of time during which that activity or delay occurs. (BSI)

113. ADJUSTMENT TIME (See TOOL ALLOWANCE)114. ADMINISTRATION*

Is that function concerned with: firstly, the determination of corporate policy; secondly, the co-ordination of production distribution and finance and thirdly, the ultimate control by the executive. (SM)

115. ADMINISTRATION

- a. Administration is the transformation of policy into practice. (DEME)
- b. The process of interpreting policy and translating it into executive action. (GML)

116. ADMINISTRATION (MANAGEMENT)

- a. Noun - That body of individuals in an organization accountable and responsible for the performance of the functions of executive leadership.
- b. Verb - Performing the administrative functions of planning, organizing, motivating and controlling the activities of an organization so that it may achieve its objectives through human effort with reasonable economy and effectiveness. (SAM)

117. AIR FORCE SPECIALTY (AFS)

A broad overall job description, covering like groups of military positions throughout the Air Force, applying in any organization using that skill. May be adapted to different conditions found on any base regardless of location or mission. (USAF)

118. AIR FORCE SPECIALTY CODE (AFSC)

A numerical coding system for identifying Air Force specialists as to occupation, area, career field, career field sub-division, skill level, lateral position, and shreds-outs. (USAF)

119. ALLOCATED WORK

Work for which control standards have been set by allocating a number of workers or working hours to support various levels of output. The work content of the work may not have been accurately determined. (BSI)

120. ALLOTMENT

A civilian contract term: the amount of funds provided to a spending unit. (EME)

121. ALLOTMENT NOTIFICATION (AN)

The form used by the Canadian Army to notify an increase or decrease in allotment of funds. (EME)

122. ALLOWED TIME * (See STANDARD TIME)

The allowed time for any operation is the time which is issued as the time standard for that operation. It comprises the total normal time for the operation plus all allowances except policy allowances. (ILO)

123. ALLOWED TIME

a. The levelled time (See LEVELLED TIME) plus allowances for fatigue and delays. (ILO)

b. The total time allowed to a person for the performance of a specified activity. (SM)

124. AMALGAMATED CRAFT UNION

A craft union formed by two or more trade unions of the same general make-up in order to consolidate related trades. (SAM)

125. ANALYTICAL ESTIMATING *

Analytical estimating represents a compromise between straight rate-fixing and time study. (ILO)

126. ANALYTICAL ESTIMATING

A work measurement technique, being a development of estimating, whereby the time required to carry out elements of a job at a defined level of performance is estimated from knowledge and practical experience of the elements concerned. (BSI)

127. ANCILLARY WORK

Service or any work related to a process which it is not appropriate to classify as productive. (BSI)

128. ANTI-STRIKE BREAKING ACT (BYRNES ACT)

A Federal law making it a felony to transport or cause to be transported interstate any persons employed or to be employed for the purpose of interfering with the peaceful picketing or exercise of rights of self-organization and collective bargaining by employers during a legal labor controversy. (SAM)

129. APPLICANT

A person who seeks and applies for employment in an organization. (SAM)

130. APPLICATION

A demonstration by the supervisor of his use of the techniques and methods... to problems, situations, or conditions confronted in their normal supervisory work on the job. (USAF)

131. APPLICATION FORM

A prepared set of questions arranged to provide an applicant for employment with the means to set forth in writing, pertinent personal experience information to serve as a basis for his selection or rejection by an employer or agent. (SAM)

132. APPRENTICE

A worker serving a specific and extended period of time at a nominal but gradually increasing wage with the intent of mastering a trade and progressing to the status of a qualified journeyman in that trade. The designated training period is determined by the craft union generally consistent with the employer's interest and is designed to give thorough instruction in the practices and procedures of the given trade as well as in the academic and related subjects. (SAM)

133. APTITUDE TESTS

A test or a group of tests designed to indicate the native abilities of established or prospective employees with the respect to a particular trade or job. (SAM)

134. ARBITRATION

A semi-judicial process whereby an impartial third party provides a binding decision for a dispute arising

between management and labor. (SAM)

135. ARBITRATOR

An impartial third party called in to resolve a dispute in light of existing facts and data presented, and to provide a decision binding to all parties in controversy. (SAM)

136. AREA RATES (GEOGRAPHIC GOING WAGES)

The prevailing rate in a given locality or area for specific jobs, whether specified or not in union contracts. The rates are established generally on prevailing economic conditions of what minimum pay is necessary to attract and hold qualified personnel. (SAM)

137. ARITHMETIC MEAN

The arithmetic mean or 'average' of a set of values is the sum of the values divided by the number of values. (SM)

138. ARTIFICER

These are technical non-commissioned officers able to supervise and direct expertly the work of other experts. (BR)

139. ASSISTANT INSTRUCTOR (ARMY)

A warrant officer or non-commissioned officer who is specially qualified to carry out instructional duties. (CAMTS)

140. ATTENDANCE TIME

The total time spent by a worker at the place or places of employment, whether working or available for work, for which payment is made. (BSI)

141. ATTENTION TIME

The time during which the presence of a worker is necessary to ensure the proper functioning of a machine (or process), although the worker is not carrying out physical work. (BSI)

142. ATTITUDE (EMPLOYEE)

The state of mind of an employee which is reflected by his conduct, feeling, and opinions concerning the organization policies and practices, his job, working conditions, fellow employees, etc. (SAM)

143. ATTITUDE SURVEY

A device for appraising employee morale by determining a worker's feelings or opinions toward his job, his supervisors, the management policies and practices, or the company generally. (SAM)

144. (Unallotted)

145. AUTHORITY *

In an organizational sense, authority is the right of one person to require another person to perform certain duties. (AB)

146. AUTHORITY

a. The right to exercise decision and command or take action officially. (SAM)

b. Authority is the property attaching to the role which enables its occupant to undertake his activities (utilize resources, etc): the degree of authority must be consistent with the degree of responsibility. (GML)

c. The power invested in an individual to direct, command or discipline other servicemen, and to initiate and/or implement actions regarding such matters as procedures or movements and allocation of materials, machines and equipment. (AHQ)

147. AUTHORITY (FUNCTIONAL)

The right of an executive to evaluate performance or to prepare and issue directions with respect to the plans, procedures, processes, policies, practices, or other factors relating to his particular function or activities, wherever they may be performed within the organization. (SAM)

148. AUTOMATIC WAGE ADJUSTMENT (See ESCALATOR CLAUSE)

Automatic changes in wage rates corresponding to changes in one or more specified factors, such as an agreed upon cost-of-living index, prevailing wage rates, or length of service, according to a predetermined formula within a specified time period. (SAM)

149. AUTOMATION

To manufacture, process, or perform services as automatically as the economics of the situation permit or demand. (SE)

150. AUXILIARY WORK (See INSIDE WORK)151. BACKLOADING

The rearward movement of equipment and material, eg, vehicle casualties. (DEME)

152. BACKLOADING POINT (BLP)

A locality in which equipment casualties requiring repair in workshops of a higher formation are collected, prior to backloading by recovery resources of a higher formation. (DEME)

153. BACK PAY

a. Retroactive wages due to an employee for past services, usually the difference between compensation already received and that which would have been received at a higher rate due to arbitration awards, wage computation errors, grievance procedure, government legislation or legal decrees. (SAM)

b. The amount of wages a discriminatorily discharged employee would have earned if no discrimination had occurred, less earnings during the period, plus certain expenses. (SAM)

154. BARGAINING AGREEMENT

A contract between an employer or groups of employers and representatives of a union or unions officially representing the labor force concerning the practices and

procedures regarding wages, hours, conditions of employment, and settlement of disputes. Ordinarily, the agreement is written and is effective for a definite period. (SAM)

155. BARGAINING RIGHTS

The rights of workers to negotiate through chosen representatives concerning the terms and conditions of employment. (SAM)

156. BASIC TIME (See EXTENSION) Extended time.
Converted time. Standardized time.

The time for carrying out an element of work at standard rating, ie:

$$= \frac{\text{Observed Time} \times \text{Observed Rating}}{\text{Standard Rating}} \quad (\text{BSI})$$

157. BASIC VALUE

The basic value of a job is the amount paid to cover the minimum qualifications necessary to enable any normal individual to perform the job satisfactorily. (SM)

158. BASIC WAGE RATE

The fundamental component of a wage rate as used in industrial agreements. (BS)

159. BEYOND LOCAL REPAIR (BLR)

Equipment casualties which cannot be repaired by a RCEME workshop because of lack of parts, lack of labour or because they require repairs by the next line RCEME unit. (DEME)

160. BIASED SAMPLE (See RANDOM SAMPLE)

The adjective 'biased' is descriptive of the way the sample is selected. A sample is said to be biased whenever there is some influence at work (whether conscious or unconscious) which causes one sample, or one type of sample, to be selected rather than the other. (SM)

161. BINDLE-STIFF

Casual or migratory worker. (SAM)

162. BONUS

Payment of money or other compensation to employees in addition to regular wages or salary, usually as a reward for hazardous work, overtime incentive earnings, meeting time, performance, attendance requirement, shift differentials, etc. (SAM)

163. BONUS INDEX

The ratio of earnings under incentive conditions to equivalent earnings on time work (excluding overtime premium and shift allowances, etc., according to circumstances). (BSI)

164. BOYCOTT (PRIMARY)

A concentrated attempt by a union to discourage the purchase, handling, or use of a product or service of a company with which the union is in dispute. (SAM)

165. BOYCOTT (SECONDARY)

Pressure applied by a union or a neutral firm to cease doing business with an employer with whom the union is involved in a labor dispute. (SAM)

166. BREAK POINT

The instant at which one element in a work cycle ends and another begins. (BSI)

167. BRITISH STANDARD RATING SCALE - BS Scale

0/100 where 100 corresponds to 80 or 133 on the other common scales. (BSI)

168. BUDGETARY CONTROL

A means of controlling the activities of an enterprise by carefully forecasting the level of each activity and converting the estimates into monetary terms. The actual cost of, or revenue from, each activity is checked against the estimates. (ILO)

169. BUMPING (BACKTRACKING)

A procedure in which an employee displaced by a

reduction in work force may bump, or demand the job of another employee having lesser seniority rights. (SAM)

170. BYRNES ACT (See ANTI-STRIKE BREAKING ACT).

171. CALL-BACK PAY

Added compensation, usually at a premium rate and a guaranteed minimum number of hours, paid to workers who are called back to their work place for additional time outside of regularly scheduled working hours. (SAM)

172. CALL-IN PAY

An established minimum sum guaranteed to an employee who is required to report to work and there is not a full day's work available. Also known as "reporting pay" and "show-up pay". (SAM)

173. CANNIBALIZATION

The removal of serviceable components or assemblies from one equipment casualty in exchange for unserviceable components from another. This obviates the necessity of backloading repairable equipment because of the shortage of spare parts. (DEME)

174. CARRYOVER (commonly termed C/O)

The total of unpaid commitments at the end of the fiscal year, which becomes the first charge against the funds allotted for the next fiscal year. This is not to be confused with uncommitted funds which automatically lapse at the end of the fiscal year. (EME)

175. CASUAL TIME (PERSONAL TIME)

Time off during working hours to attend to personal needs. (SAM)

176. CERTIFIED UNION

A union designated by a State or Federal authority, usually the National Labor Relations Board, as being the bargaining representative for a particular group of workers. (SAM)

177. CHANGEOVER ALLOWANCE

An allowance to compensate workers for time spent on necessary activities or waiting time, at the start and/or end of a job or batch. *These allowances should be denoted as:*

Job changeover allowance

Batch changeover allowance. (BSI)

178. CHANGEOVER TIME

The time required by a worker for necessary activities or waiting time, at the start and/or end of a job or batch. These times should be denoted as:

Job changeover time

Batch changeover time. (BSI)

179. CHARACTERISTICS OF EASY MOVEMENT
(Principles of Motion Economy)

Characteristics which, when incorporated in the methods adopted, make for easier working. (See Minimum, Simultaneous, Symmetrical, Natural, Rhythmical, Habitual, Continuous movements.) (BSI)

180. CHARGE, (National Labor Relations Board)

A written statement of alleged unfair practices filed with the NLRB by management, labor, or any aggrieved employee under the provisions of the Labor-Management Relations Act. (SAM)

181. CHECK-OFF

An automatic and regular deduction of union dues, from the wages of union members, made by the employer on behalf of the union. This deduction may be on a voluntary or an involuntary basis. (SAM)

182. CHECK STUDY

A time study of relatively short duration taken with the object of confirming an existing or proposed standard time. (BSI)

183. CHECK TIME

The time intervals between the start of a time study and the start of the first element observed, and between the finish of the last element observed and the finish of the study. (BSI)

184. CHRONOCYCLEGRAPH

A cyclegraph in which the light source is suitably interrupted so that the path appears as a series of pear-shaped spots, the pointed end indicating the direction of movement and the spacing indicating the speed of movement. (BSI)

185. CIVILIAN CONTRACT

The term used by RCEME to describe services purchased from civilian sources as a supplement to RCEME workshop production. Used to purchase those services:

- a. which can be more economically performed by the civilian trade, or
- b. for which RCEME do not have tooling or skilled tradesmen. (EME)

186. CLASSIFICATION CHANGE

A grade or title change in classification based on re-evaluation or change in duties and responsibilities of a particular position. (SAM)

187. CLASSIFICATION OF EQUIPMENT CASUALTIES

The following classification is used to indicate the nature of equipment casualties:

X Casualty - Repairable by unit.

Y Casualty - Requires field repair.

Z Casualty - Requires base repair.

BR Casualty - Beyond repair.

The definition of a Y casualty may be further subdivided for use within RCEME into:

Y 1 Casualty - Requires field repair in second line
(Field) workshops.

Y 2 Casualty - Requires field repair in third line
(Medium) workshops. (DEME)

188. CLAYTON ANTI-TRUST ACT (1914)

A federal anti-trust statute which in part exempts labor organizations and their members from anti-trust regulation while carrying out legitimate activities; restricts the use of injunctions against the quitting of work, the refusal to patronize, peaceful picketing or peaceful persuasion whether done singly or in concert. (SAM)

189. CLOSED SHOP

A type of union security which requires the employer to hire and retain in employment only union members in good standing; when union members are unavailable the employer may hire non-union workers provided they become union members before beginning work. (SAM)

190. COLD-STORAGE TRAINING

Training employees for advancement to higher jobs before they actually are needed in those jobs. (SAM)

191. COLLECTIVE BARGAINING

The mutual obligation of the employer and the representative of the employees to meet at reasonable times and confer in good faith with respect to wages, hours and conditions of employment, or the negotiation of an agreement, or any question arising thereunder; and the execution of a written contract incorporating an agreement reached, if requested by either party. Such obligation does not compel either party to agree to a proposal or require the making of a concession. (SAM)

192. COMMISSION

Payments related to a service and usually expressed as an agreement percentage or proportion of monies involved or accruing from that service, for example, from selling, direction of a company's activities or some part of them. (BSI)

193. COMMITMENT

A civilian contract term, the amount of funds committed by contract for the purchase of goods or services. Used by RCME to refer to:

- a. The amount of a Local Purchase Order (LPO);
- b. The amount of a contract awarded by the Department of Defence Production at the request of RCME in the form of a Contract Demand (CD) or Purchase Requisition (PR);
- c. The amount authorized by a Dealer's Estimate and Work Authorization Order (DEWAO). (EME)

194. COMMITTEE ORGANIZATION (See LINE and STAFF ORGANIZATION)

The committee organization is supplementary to both line and staff organization. In substance the committee is purely an advisory group set up to investigate operating problems or questions which arise from time to time, to make recommendations or formulate procedures, and to turn the results of such deliberations over to the proper executives or supervisors - who often may be members of the committee - for action. (AB)

195. COMMON LABOR

Workers engaged in work requiring little or no skill and judgment. (SAM)

196. COMMUNICATION

The passing of information and understanding from a person to another person or a group. (SAM)

197. COMPANY UNION

A labor organization made up of workers from one company, and which is usually not affiliated with any other labor union or group of unions. (SAM)

198. COMPENSATING BONUS

A temporary payment made to a worker in compensation for loss of earnings caused by establishing new

methods or by undertaking special work. (BSI)

199. COMPENSATING REST ALLOWANCE

The time allowance made, when determining the "Work Content" of a job, for the time required by a person to overcome the fatigue involved in the performance of a specified activity. (SM)

200. COMPENSATORY TIME OFF

A compensation plan for overtime work which gives the employee paid time off from duty in lieu of overtime pay. (SAM)

201. COMPLAINT (National Labor Relations Board)

A formal paper issued by the NLRB, stating the alleged unfair labor practice and the basis for the board's jurisdiction, in order to start an unfair labor practice hearing. (SAM)

202. COMPONENT

A specific part of an assembly, vehicle or equipment. (DEME)

203. CONCENTRATION

Intensity of attention. (BSI)

204. CONCILIATION

A process whereby a third impartial party through intercession attempts to bring together two parties involved in a dispute in order to negotiate a compromise. (SAM)

205. CONFeree

A member or participant in a conference group. (USAF)

206. CONFERENCE

A single session of a group consisting of a leader and conferees, for the purpose of exploring a common

subject or problem with a view to arriving at common understandings, agreements, or courses of action through contributions of each. (USAF)

207. CONFERENCE, CONTINUING

Training conference following the completion of the management course for AF Supervisors (Mgt-1) in various other phases of the supervisor's overall responsibilities, such as safety, supervisory, conference leadership, etc. (USAF)

208. CONFERENCE TRAINING

A training technique in which a small group of people guided by a leader participate in joint analysis and discussion of a subject or a problem. (SAM)

209. CONSIGNEE

A civilian contract term, the unit to which the RCEME services are actually provided, normally a RCEME workshop, but may be a Workshop Detachment (WD), Militia Servicing Section (MSS), or militia unit. (EME)

210. CONSISTENCY

The ability to adhere regularly to the same motion pattern and speed of movements for a given element or sequence of elements. (BSI)

211. CONSTANT ELEMENT

Constant elements are those elements, identical in specification and time, which occur in two or more operations (eg, raise drill spindle a specified distance).(ILO)

212. CONSUMER RESEARCH

The collection, recording and analysis of information obtained from purchasers and users relating to specified products or services together with their suggestions for making those products or services more suitable to their requirements. (ILO)

213. CONTINGENCY ALLOWANCE *

A small allowance of time which may be included in a standard time to meet legitimate and expected items of work or delays, the precise measurement of which is uneconomical because of their infrequent or irregular occurrence. (BSI)

214. CONTINGENCY ALLOWANCE

A time allowance made, when necessary, to cover contingencies which are either impracticable, or impossible to measure. (SM)

215. CONTINUOUS MOVEMENTS (See CHARACTERISTICS OF EASY MOVEMENT)

Movements which are smooth and curved and which avoid sharp changes of direction. (BSI)

216. CONTRACT DEMAND (CD)

The form used by the Department of National Defence (DND) to request the Department of Defence Production (DDP) to purchase stores or services; used by RCEME for the purchase of RCEME services by contract. (EME)

217. CONTROL

Ensuring that all activities are being carried out in accordance with established policy. (DEME)

218. CONTROL - PRINCIPLE OF

The principle of control may be stated as follows: Control will be effective in proportion to the accuracy of observation of every definite step in the series of changes being wrought in material, as to quantity, quality, time and place. (AB)

219. CONTROLLED WORK

Work for which standards have been set as a basis for control, ie, control standards. It includes measured work, estimated work, allocated work. (BSI)

220. CONTROLLING

The process of coordinating and regulating work activities to assure performance in accordance with plans designed to achieve predetermined objectives. (SAM)

221. CONVERSION (See EXTENSION)222. CONVERTED TIME (See BASIC TIME)223. CO-PARTNERSHIP - CO-OWNERSHIP

A scheme which gives workers special opportunities to have a share in the capital of the business and to receive the profits resulting from that share of ownership. (BSI)

224. COST OF LIVING ADJUSTMENT

An adjustment in wage payment, made on the basis of an increase or decrease in an agreed upon cost-of-living index. (SAM)

225. CRAFT

Employment which requires skilled manual or mechanical workmanship, independent judgment, thorough knowledge of the process and usually the responsibility for proper use of expensive materials. (SAM)

226. CRAFT UNION

A labor organization in which membership is restricted to employees engaged in a specific craft or related trade regardless of the business or industry in which they work. (SAM)

227. CREATIVE THINKING

The process of bringing a problem before one's mind clearly as by imagining, visualizing, supposing, musing, contemplating, or the like, and then originating

or inventing an idea, concept, realization, or picture along new or unconventional lines. It involves study and reflection rather than action. (SAM)

228. CREDIT UNION

An association voluntarily organized and operated by a group of individuals having a common interest; providing for deposits to and withdrawals from a common fund with the purpose of extending credit to members at low, regulated interest rates and to encourage thrift. (SAM)

229. CROCK (See EQUIPMENT CASUALTY)

230. CUMULATIVE TIMING (See TIMING) Continuous timing.

A method in which the hands of the stop-watch are allowed to continue to move without returning them to zero at the end of each element, the time for each element being obtained subsequently by subtraction. (BSI)

231. CYBERNETICS*

The study of communication and control mechanisms in machines and living creatures. (BSI)

232. CYBERNETICS

Study of system of control and communications in animals and electrically operated devices such as calculating machines. (COD)

233. CYCLEGRAPH

A record of a path of movement, usually traced by a continuous source of lights on a photograph, preferably stereoscopic. (BSI)

234. CYCLE TIME

The total time taken to complete the elements constituting the work cycle. (BSI)

235. CYCLE TIMING

a. Observance of the total time required to complete a cycle.

b. A time-study technique used to time work elements that are too short to time in the usual manner. It consists of timing a cycle or periodically recurring series of elements, first including the element for which the time is needed. The needed time for this element is then obtained by subtraction. (ILO)

236. CYCLIC ELEMENT (See REPETITIVE ELEMENT)

237. DEALER'S ESTIMATE AND WORK AUTHORIZATION ORDER (DEWAO)

The form used by the Navy, Army and Air Force to obtain estimates and authorize repairs to vehicles and parts from Ford, General Motors (GM), Chrysler and International Harvester (IHC) dealers under terms of Master Repair Agreements (MRAs) and annual contracts with Head Offices of the above mentioned automotive manufacturers. (EME)

238. DECERTIFICATION

Cancellation by the NLRB of a union's certification as exclusive bargaining representative. (SAM)

239. DECISION

A decision is the ACTION an EXECUTIVE must take when he has INFORMATION so INCOMPLETE that the ANSWER does not suggest itself. (USN)

240. DEGREE OF FACTOR

A numerical value assigned to a defined level of a factor:

eg, Experience: Degree 1= up to 1 month
 Degree 2= over 1 month and up to 4 months
 Degree 3= over 4 months and up to 1 year. (BSI)

241. DEGREE OF MERIT

A defined and described level or stage on the merit factor scale. (BSI)

242. DELAY ALLOWANCE Contingency Allowance.

a. A time increment included in a time standard to allow for contingencies and minor delays beyond the control of the workman.

b. A separate credit (in time or money) to compensate the workman on incentive for a specific instance of delay not covered by the piece rate or standard. (ILO)

243. DELAY TIME

An unavoidable period during which an employee is idle due to breakdown of equipment, lack of tools or materials, or any other factor beyond his control. (SAM)

244. DELEGATION

To divide the responsibilities which accrue in the management of an enterprise into compartments headed by individuals who are given the required authority to deal with the responsibilities which are theirs. (RS)

245. DEMOTION

The right of management, usually in accordance with the union contract, to penalize careless or negligent workers by placing them at lower rated paying jobs, or imposing a penalty for violation of rules (disciplinary demotion); or the transferring of workers to lower-rated jobs as a part of reducing the working force per terms of contract regarding demotional bumping rights. (SAM)

246. DEPARTMENTAL PERFORMANCE

An indication of the effectiveness of a department or section.

Ratio of: Total standard times for measured and estimated work)
 to: Time on measured and estimated work)
 plus any waiting or diverted time for)
 which the department is responsible.) x 100

Alternatively:

Ratio of: Total standard times for measured and estimated work plus uncontrolled work)
 at assessed performance)
 to: Total attendance time excluding time)
 on allocated work, if any, and waiting)

or diverted time for which the depart-)
ment is not responsible. (BSI)) x 100

247. DEXTERITY

The manipulative ability achieved through good motor and-perceptual co-ordination. (BSI)

248. DIFFERENTIAL PIECEWORK

A method of payment where the rewards are based on a price per unit or piece which is variable in a specified way in relation to the level of production. (BSI)

249. DIFFERENTIAL TIMING (See TIMING)

A method for obtaining the time of one or more small elements. Elements are timed in groups, first including and then excluding each small element, the time for each element being obtained subsequently by subtraction. (BSI)

250. DISCHARGE

Compulsory termination of employment of the employee at the will of the employer. (SAM)

251. DISCIPLINE

a. Noun - A force resulting from training and education which causes an individual or group to react on the basis of close cooperation, mutual understanding, and knowledge of regulations, customs, habits, traditions, or more of the group.

b. Verb - To apply positive (reward) or negative (fear) means to secure desired behaviour. (SAM)

252. DISMANTLING TIME Tear-down time.

The time required for breaking down a machine (or process) after completing production. (BSI)

253. DISMISSAL WAGES

A separation compensation to provide income to an employee immediately following a termination of employment under conditions determined by company policy or a labor agreement. (SAM)

254. DISPATCHING

The activity of setting the production operations in motion by the issuing of orders and instructions in a correct and logical sequence. (RS)

255. DIVERTED TIME Lost time.

That part of attendance time when a worker is engaged on other than productive or ancillary work, eg, committee work, accidents, etc. (BSI)

256. DIVISION OF LABOR (FUNCTIONALIZATION)

The process in the development of an organization where the various areas of work are differentiated and regrouped into related functions on the basis of their specialized nature and/or the nature of the various work assignments. (SAM)

257. DOWNGRADE

The lowering of a particular job in scope, authority, responsibility, degree of difficulty, etc, with a commensurate reduction in wage or salary. (SAM)

258. DUAL UNION

A condition in which two unions claim jurisdiction or try to exert influence over the same group of workers. (SAM)

259. DUTIES

In an organization sense the duties allotted to an individual are the activities he is required to perform because of place he occupies in the organization. (AB)

260. DUTY STATION

The work place to which an individual is assigned and where his duties are primarily performed. (USAF)

261. EDUCATION

The process of systematic development and cultivation of the power of intellect, feeling and conduct of

individuals, so as to render them efficient and effective in some particular form of living or for life in general. (SAM)

262. EFFECTIVE TIME

That portion of the elapsed time excluding the check time during which the worker is engaged in the proper performance of a prescribed job. (BSI)

263. EFFORT

The physical and/or mental exertion expended by the worker. (BSI)

264. EFFORT RATING

That part of any performance-rating technique concerned with evaluating the extent or degree to which the will to work is exhibited by a workman. (ILO)

265. EFFICIENCY RATING (See MERIT RATING)

266. EFFICIENT MANAGEMENT

The guidance of an enterprise in the achievement of its objectives, by the most efficient and economical use of the human and material resources needed, to the benefit of all persons directly and indirectly concerned. (RS)

267. ELAPSED TIME*

a. The actual time taken by a workman to complete a task, an operation or an element of an operation.

b. The total time interval from the beginning to the end of a time study. (ILO)

268. ELAPSED TIME

The total time from the start to the finish of a time study. (BSI)

269. ELECTRICAL EQUIPMENT

Equipment which for its operation requires the passage of electrons through a solid or liquid or gaseous conductor. (DEME)

270. ELECTRONIC EQUIPMENT

Equipment which for its operation requires in some part of it the passage of electrons through a rarified gaseous space or semi-conductor such as a vacuum tube or transistor. (DEME)

271. ELEMENT *

A subdivision of the work cycle composed of a sequence of one or several fundamental motions and/or machine or process activities, which is distinct, describable and measurable. (ILO)

272. ELEMENT

A distinct part of a specified job selected for convenience of observation, measurement and analysis. (BSI)

273. ELEMENTS OF AN OPERATION

Elements of an operation are a series of motions, in a work cycle, which can be definitely recognized, described, and recorded. (AB)

274. EME MANUAL

Instructions issued under the authority of the QMG, containing technical data, modification instructions, and matters relating to the operation and functioning of equipments and RCME units. (DEME)

275. EMPLOYEE

Each and every person employed or permitted to work for an employer usually compensated by a salary, wages or any other consideration of value. (SAM)

276. EMPLOYEE BENEFITS

Any consideration given an employee above his salary or wages to increase security, provide better working conditions, and to promote morale. Examples are group insurance, hospitalization insurance, vacation plans, etc. (SAM)

277. EMPLOYEE SERVICES

Services essential and useful to employee welfare, designed to develop a positive attitude toward the organization through a feeling of group solidarity. Cafeteria and eating facilities, social facilities, and athletic programs are examples of employee services. (SAM)

278. EMPLOYEES' STOCK OWNERSHIP PLAN

A plan in which employees may become shareholders in the firm which employs them. The three main plans are the stock purchase plan, under which the employee may purchase the company stock, the profit sharing plan, whereby employees receive stock as a form of profit sharing in the company, and the stock option plan whereby the employee is granted options for future purchases. (SAM)

279. EMPLOYER

A person or organization that uses the services of people and grants remuneration for their services. (SAM)

280. EMPLOYMENT (See GUARANTEED ANNUAL WORK)

The selection and engagement of people in a gainful occupation, trade, or business. (SAM)

281. EMPLOYMENT DIRECTOR (MANAGER)

A specialist who recruits, investigates, selects, and recommends the hiring of personnel to meet the requirements of the firm or agency. (SAM)

282. EMPLOYMENT FOLLOW-UP

A step in the employment procedure to insure that the worker is suited to the job and is fully assimilated into the work group. (SAM)

283. EMPLOYMENT RIGHTS

The rights of an employee per union contract, state or federal government statutes, etc, which protect his employment status, benefits, etc. (SAM)

284. ENCUMBRANCE (See FINANCIAL ENCUMBRANCE (FE))

285. EQUAL PAY

The principle that wages should be based on work assignment and ability to perform, rather than upon sex, race, and other factors unrelated to the requirements of the job. (SAM)

286. EQUIPMENT CASUALTY (Crock)

An equipment in need of recovery or repair by RCEME personnel. (DEME)

287. EQUIPMENT CASUALTY PARK

The area in a RCEME workshop allotted for equipments awaiting repair. (DEME)

288. EQUIPMENT COLLECTING POINT (ECP)

A location where vehicles or major equipments beyond unit repair are collected, prior to backloading by second line recovery resources. (DEME)

289. EQUIPMENT ISSUE SCALES (EIS)

Documents listing the component parts, essential ancillaries and spares which together form an equipment normally accounted for as a single item. (DEME)

290. EQUIPMENT TABLES

Documents which detail a portion of the total equipment entitlement of a unit. (DEME)

291. EQUIPMENT TYPE FLOW PROCESS CHART (See Flow Process Chart)

A flow process chart which records how the equipment is used. (BSI)

292. ERGONOMICS

The study of the relation of a worker and the environment in which he works, particularly the application of anatomical, physiological and psychological knowledge to

the problems arising therefrom. (BSI)

293. ESCALATOR CLAUSE (See AUTOMATIC WAGE ADJUSTMENT)

A provision in union contracts providing for automatic wage changes which occur with changes in such factors as productivity or an agreed upon cost of living index. (SAM)

294. ESCAPE CLAUSE

a. A provision in union contracts of the maintenance of membership type which grants the employee a period during which he may withdraw from union membership.

b. Union contract provisions outlining the circumstances whereby an employer may be relieved of an obligation. (SAM)

295. ESTIMATED WORK

Work for which control standards have been assessed from practical experience. (BSI)

296. ESTIMATING

A means for assessing the time required to carry out work, based on knowledge and experience of similar types of work, without a detailed breakdown of the work into elements and their corresponding times at a defined level of performance. (BSI)

297. EVACUATION

The rearward movement of an equipment casualty from the formation area to a base installation. (DEME)

298. EVALUATING TRAINING

The continuing process of checking results, in terms of the attainment of objectives. (USAF)

299. EXAMINATION

The process of ascertaining in detail the condition and state of wear of an equipment by a thorough examination of the various parts and by the use of the appropriate

gauges; also where necessary, carrying out accuracy and functioning tests to determine the serviceability of the equipment. (DEME)

300. EXAMINATION PERSONNEL

A device for objective measurement of aptitude, proficiency, interests, and personality factors which are important in the selection, placement and promotion of organization personnel. (SAM)

301. EXCESS WORK

Extra work occasioned by departures from the specified method or materials for which control standards have been established. (BSI)

302. EXCESS WORK ALLOWANCE Extra time allowance

An addition to standard time given for extra work occasioned by a temporary departure from standard conditions. (BSI)

303. EXECUTIVE AUDIT

The process of measuring the effectiveness of executive performance, productivity, and manpower potential for future growth. (SAM)

304. EXECUTIVE DEVELOPMENT

A systematic educational and training program designed to create or improve the competence and understanding of personnel occupying managerial or administrative positions or preparing for positions of greater responsibilities. (SAM)

305. EXEMPT EMPLOYEES

A member of an employee group whose classification has been determined to be exempt from wage and hour overtime provisions; also a member of an employee group who is not subject to seniority regulations. (SAM)

306. EXPENDITURE

A civilian contract term, the total value of paid invoices. (EME)

307. EXTENDED COMMAND

Extended command of a manager comprises all the members under his control. (GML)

308. EXTENDED TIME (See BASIC TIME)309. EXTENSION (See BASIC TIME) Normalizing, Conversion, Standardizing.

The calculation of basic time from observed time. (BSI)

310. EXTERNAL ELEMENT (See OUTSIDE WORK)

An element of a processing operation performed by the workman of the machine cycle. It usually begins with "stop machine" and ends with "start machine". (ILO)

311. EXTERNAL WORK (See OUTSIDE WORK)312. EXTRA TIME ALLOWANCE (See EXCESS WORK ALLOWANCE)313. FACTOR COMPARISON SYSTEM

A method of job evaluation that ranks jobs on the basis of standard measurements by the use of "key positions" which are established as "bench mark" values and serve as the standard measurement for all other jobs compared with them. (SAM)

314. FACTOR-POINT SCORING SYSTEM

A method of job evaluation which utilizes a selected number of job factors, each of which is measured in terms of factor degrees with point values for each factor degree. (SAM)

315. FAIR EMPLOYMENT PRACTICES

Policies pertaining to the employment of workers which are set up for the purpose of eliminating discrimination and prejudice based on race, religion, color or ancestry. (SAM)

316. FATIGUE

Fatigue is a physical and/or mental weariness, real or imaginary, existing in a person and adversely affecting his ability to perform work. (ILO)

317. FATIGUE ALLOWANCE * (See REST ALLOWANCE)

Time included in the production standard to allow for decreases or losses in production which might be attributed to fatigue. Usually applied as a percentage of the levelled, normal or adjusted time. (ILO)

318. FATIGUE ALLOWANCE

A sub-division of the relaxation allowance intended to cater for the physiological and psychological effects of carrying out specified work under specified conditions. (BSI)

319. FEATHERBEDDING

The act of forcing an employer to make additional and unnecessary positions available or spreading work among more employees than necessary, sometimes to the extent of allowing employees to receive pay for work not done. (SAM)

320. FILM ANALYSIS

The frame-by-frame examination of a cine film of an operation to determine the state of activity of the subject during each exposure. (BSI)

321. FINANCIAL ENCUMBRANCE (FE)

The form used by the Department of National Defence (DND) to earmark or set aside funds for a specific purpose. The amount of the FE is recorded by Accounts and Treasury Offices. (EME)

322. FIRST AID CASE ACCIDENTS

An accident in which the person injured receives medical treatment, usually at the company's medical center and/or at the company's expense; and is permitted to return to his regular job within 24 hours after the injury. (SAM)

323. FIXTURE (See JIG)

A fixture is a less accurate device (than a jig) for holding parts which would otherwise have to be held in one hand while the other (hand) worked on them. (ILO)

324. FLAT RATINGS (See RATING)

A set of ratings in which the observer has underestimated the variations in the worker's rate of working. (BSI)

325. FLOW DIAGRAM*

A graphical representation or a floor plan of the work area showing the locations of various work stations, identified by their numbered symbols, together with the paths of movement of men and/or materials. (ILO modified)

326. FLOW DIAGRAM

a. A diagram showing the path of movement of a product or person in relation to associated buildings and plant. (SM)

b. Route diagram. A diagram or model, substantially to scale, which shows the location of specific activities carried out and the routes followed by workers, materials or equipment in their execution. (BSI)

327. FLOW PROCESS CHART*

An amplification of the Outline Process Chart in that it shows 'transports, delays and storages' as well as 'operations and inspections'. The 'material' type presents the process in terms of the events which occur to the material; the 'man' type presents the process in terms of the activities of the man. It includes information considered desirable for analysis, such as time required and distance moved, and is a means of recording the improved method, for comparison purposes. (ILO modified)

328. FLOW PROCESS CHART

A process chart setting out the sequence of the flow

of a product or a procedure by recording all events under review using the appropriate process chart symbols. (BSI)

329. FLYBACK TIMING (See SNAPBACK METHOD and TIMING)

A method in which the hands of the stop-watch are returned to zero at the end of each element and are allowed to restart immediately, the time for the element being obtained directly. (BSI)

330. FOREIGN ELEMENT

Foreign elements are elements observed during a study which are not a necessary part of the operation or activity studied. (ILO)

331. FOREMAN (See SUPERVISOR)

A managerial employee, who, in accordance with policies and orders from the upper managerial levels, is responsible and accountable for specific tasks and/or areas, supervises and controls workers (operatives) or the lower organization levels and makes decisions within prescribed areas of operation. (SAM)

332. FOREMAN'S UNION

An organization of foremen created for purposes of collective bargaining. (SAM)

333. FORMAL ORGANIZATION

The organizational framework in which the specific relationships among functions, people, and work environment are establishment, with specific lines of authority, responsibility and accountability to delineate each position. (SAM)

334. FRAME COUNTER

A projector accessory by means of which the number of frames run through a projector during a film analysis can be read whenever required. (BSI)

335. FREE BALANCE

A civilian contract term, funds which have been

encumbered but not committed, in other words, money which has been set aside for a specific purpose, but on which contracts have not been awarded. (EME)

336. FREE WORK (See UNRESTRICTED WORK)

337. FREQUENCY RATE OF ACCIDENTS

The number of disabling occupational injuries per million man-hours exposure. (SAM)

338. FRICTIONAL UNEMPLOYMENT

Unavoidable, temporary unemployment which results from mobility in the labor market arising from personal, social, legal or institutional sources of a local nature and not general business conditions. (SAM)

339. FRINGE BENEFITS

Compensation to employees other than base, straight time wage or salary payments. Some examples are: Paid vacations, holiday pay, sick leave pay and pensions. (SAM)

340. FULL TIME

The amount of time considered normal or standard for working during a given time period, such as a day, week, or month. (SAM)

341. FUNCTION

A function refers to major areas of work to be done in order that a mission will be accomplished. (USAF, RS)

342. FUNCTIONALIZATION (See DIVISION OF LABOR)

343. FUNCTIONAL ORGANIZATION

A type of organization where managerial specialists are in contact with the exercise or imply control of the field of their specialized activities wherever the activity is located within the organization. (SAM)

344. GARNISHMENT OF WAGES

The legal procedure of attaching an employee's

wages by serving garnishee notices on the employer to withhold wages due or to be earned in the future to satisfy the worker's creditors. (SAM)

345. GEOGRAPHIC GOING WAGES (See AREA RATES)

346. GILBRETH BASIC ELEMENT

The name given by the American Society of Mechanical Engineers to each of the basic divisions of accomplishment defined and used by Frank B. and Lillian M. Gilbreth to classify physical motions and associated mental processes. Synonym: therblig. (Gilbreth spelled backwards) (ILO)

347. GOVERNING ELEMENT

An element occupying a longer time than that of any other element which is being performed concurrently. (BSI)

348. GOVERNING TIME

The element time or cycle time controlling the output of one or more workers or machines (or processes). (BSI)

349. GRIEVANCE

A formal complaint that has usually been reduced to writing, over an allegation by an employee, union, or employer that a feature of either a collective bargaining contract, company policy, or agreement has been violated. (SAM)

350. GRIEVANCE COMMITTEE

A group composed of employee representatives (usually union members) and management for the purpose of reviewing and investigating grievances and to recommend possible means of resolving the grievances. (SAM)

351. GRIEVANCE PROCEDURE

A systematic process of reviewing and correcting causes of grievances in a logical and just manner, usually specified in a collective bargaining agreement. (SAM)

352. GROSS WAGE

Total earnings for a period, including bonuses, overtime and any special payments, before any deductions are made. (BSI)

353. GROUP SCHEME

A method of incentive bonus payment where a number of workers are rewarded collectively in relation to their total results. (BSI)

354. GROUP WORK (See TEAM WORK)355. GUARANTEED ANNUAL WORK (See EMPLOYMENT)

A minimum amount of work or employment which an employer guarantees his employees over some specified period, usually one year, to provide greater employment and income security to employees. This guaranteed annual work does not necessarily imply a continuation of the same wage level. (SAM)

356. GUARANTEED WEEK

The minimum number of hours for which payment must be made whether the full number of hours have been worked or not. The guarantee applies only when certain agreed conditions are met. (BSI)

357. HABITUAL MOVEMENTS (See CHARACTERISTICS OF EASY MOVEMENT)

Movements designed, through precise repetition, to become a habit. (BSI)

358. HALO EFFECT

The tendency of a rater to rate an individual or a job high or low on many of the factors to be rated, because of a prejudice, a preconceived opinion, a general impression, irrelevant factors, or one important factor. (SAM)

359. HANDLING TIME

a. The time required to perform the manual portion of an operation.

b. The time required to move material or parts to and/or from a work station. (ILO)

360. HAZARDS

Dangers or risks encountered by employees in the work environment, or resulting from conditions of employment. (SAM)

361. HELP YOURSELF PARK (HYP)

An area where derelict equipment not worth back-loading is dumped and is available for stripping by all comers. (RIF)

362. HIRING

The procurement and employment of personnel to fill current or future position vacancies. (SAM)

363. HOLDBACK PAY

Any wages withheld from an employee's pay other than that required by law or employee benefit programs. (SAM)

364. HOLIDAY PAY

a. Compensation to employees at their regular wage rate for specific, recognized holidays on which they do not work.

b. A premium rate paid to employees required to work on recognized holidays, usually double the regular rate. (SAM)

365. HORIZONTAL UNION

A craft union composed only of workers in a single occupation or possessing the same type of skills. (SAM)

366. HOT CARGO

a. Products of a plant where the employees are on strike.

b. Goods produced in violation of the Wage-Hour Law and shipped in interstate commerce. (SAM)

367. HOURLY RATE WAGE PLAN

A plan for paying an employee a fixed amount per hour regardless of what he produces. (SAM)

368. HOUSE ORGANS

A company magazine or publication containing news and articles concerned with employees, company plans, programs and products, and primarily of interest to employees, customers, and stockholders. (SAM)

369. HUMAN RELATIONS (See PERSONNEL RELATIONS)

The ways and means for giving consideration to the economic, social and psychological wants of the members of an organization in order to achieve and maintain a high state of morale and motivation for the purpose of efficiently achieving organizational objectives. (SAM)

370. IDLE TIME *

a. A time interval during which either the workman, the equipment, or both do not perform useful work.

b. In motion study, the interval during which a body member does not perform useful work. (ILO)

371. IDLE TIME

The part of attendance time when the worker has work available but does not do it. (BSI)

372. IMMEDIATE COMMAND

Immediate command of a manager is that group of members which he makes immediately accountable to him. (GML)

373. INCENTIVE

The term incentive is general and includes all influences, positive and negative, which stimulate human exertion. In industry incentives may be divided into financial and non-financial. Financial incentives include broadly any form of wage, salary, premium, bonus, prize, or return on investment. Excluding ordinary time wages and ordinary return on investment, extra-financial

incentives embrace all "payment by results" plans. More specifically, extra-financial incentives are remuneration arrangements which provide money inducements, other than base time or overtime wages, for the accomplishment of definite quality-quantity-economy standards, ie, tasks. (AB)

374. INCENTIVE PACE

The performance level at which a qualified workman works when earning incentive pay. (ILO)

375. INCENTIVE PERFORMANCE

The execution of work by a qualified individual following a specified method in such a way that his average output during a specified period of time equals or exceeds the established standard level of output. (ILO)

376. INCENTIVE SCHEME

Any system or remuneration in which the amount earned is dependent on the results obtained, thereby offering the employee an incentive to achieve better results. (ILO)

377. INCENTIVE WAGES

Payments used to induce employee performance above established standards. (SAM)

378. INCONSISTENT RATINGS (See RATING)

A mixture of loose, tight and accurate ratings. (BSI)

379. INDEPENDENT UNION

A labor organization without national or international affiliation which has the freedom to act in the advancement of employee interests. (SAM)

380. INDIRECT LABOR COSTS

The cost of labor which is used in the factory but which is not easily identified with or applied to any one product or operation. Examples are janitors, timekeepers and inspectors. (SAM)

381. INDIRECT TIME

Time which is not directly spent in the manufacture of a product but is expended in performing essential auxiliary services, such as tool sharpening and machinery re-setting. (SAM)

382. INDIVIDUAL

A member of unit of a population. (SM)

383. INDIVIDUAL SCHEME

A method of incentive bonus payment in which workers are rewarded in relation to their own individual results. (BSI)

384. INDUSTRIAL ENGINEERING

The art and science of utilizing and co-ordinating men, equipment and materials to attain a desired quantity and quality of output at a specified time and at an optimum cost. This may include gathering, analysing and acting upon facts pertaining to building and facilities layouts, personnel organization, operating procedures, methods, processes, schedules, time standards, wage rates, wage payment plans, costs, and systems for controlling the quality and quantity of goods and services. (ILO)

385. INDUSTRIAL RELATIONS

Those activities of an enterprise concerned with the conflict of interests and problems resulting from multi-lateral group relationships, that grow out of the employment of people to accomplish the desired results of an organization. (SAM)

386. INDUSTRIAL UNION (See VERTICAL UNION)

A labor organization, either local or national, composed of operative employees, irrespective of craft or skill levels, of a particular industry. (SAM)

387. INDUSTRY-WIDE BARGAINING

Negotiation between management and union representatives for a collective bargaining agreement to cover all

or a significant number of the companies composing an industrial group. (SAM)

388. INEFFECTIVE TIME

That portion of the elapsed time, excluding the check time, spent on any activity which is not a specified part of a job. (BSI)

389. INFORMAL ORGANIZATION

The type of organizational relationships which develops from the social interaction of people and which places emphasis on the people and their relationships rather than on rigid designation and delineation of departmental functions, authority, and responsibility. It co-exists, positively or negatively, with formal organization. (SAM)

390. IN-GRADE CLASSIFICATION CHANGE

A change in official title without accompanying change in compensation resulting from administrative action during continuous service within the organization. (SAM)

391. IN-GRADE WAGE INCREASE

An increase in the rate of pay without an accompanying change in salary grade usually based on administrative discretion consistent with company policy. (SAM)

392. INJUNCTION

An order issued by a recognized court of law to admonish the defendants from the commission of specified, illegal activities, such as boycotting, picketing, and parading for a specific period of time. (SAM)

393. INJURY

The bodily hurt sustained as the result of an accident, such as a laceration, abrasion, bruise, puncture wound, foreign body in eye, fracture, etc. (NYU)

394. INSIDE CYCLE WORK (See INSIDE WORK)

395. INSIDE WORK Inside cycle work. Auxiliary work.
Internal work.

Elements which can be performed by a worker within the machine (or process) controlled time. (BSI)

396. (Unallotted)

397. INSPECTION

The function by which the control of quality is maintained. In the industrial sense it is the application of tests with the aid of measuring appliances to discover whether a given item of product is within specified limits of variability. (ILO) There are many kinds of inspections:

These are:

a. Destructive. Destructive inspection is carried on to determine the ultimate resistance or effectiveness of the objects tested. It is regularly carried on at proving grounds to test guns, projectiles, and armor. Guns are sometimes tested to destruction to check the factor-of-safety calculations. A few shells are selected at random from a lot and fired to determine fragmentation or ability to penetrate armor. Sample armor plate is used as a target to determine resistance to penetration. This kind of inspection differs from other inspection in that the specimen tested is destroyed. (AB)

b. Efficiency. This inspection is synonymous with the trial run of a completed ship, locomotive, turbo-generator, or other equipment for purposes of securing performance data to check against anticipated results. (AB)

c. Endurance. Endurance inspection is given to assemblies to determine how much use they can withstand and to locate weaknesses for correction. Examples: Telephone receiving sets, army rifles, etc. (AB)

d. First-piece. Inspection under this plan consists in running a trial piece after a machine has been set up for a job, and checking the dimensions of the work against the drawing or sample. If the piece conforms to specification, the machine is turned over to the operator for the complete run. If not, the set-up man makes adjustments or changes the tool, until finally a good piece is obtained. Then the machine is released for production. (AB)

e. Functional. It is not sufficient that all components of an assembly pass preassembly inspection. Functional inspection after assembly checks the accuracy of assembly and assures that the assembly will function as intended. Example: Assembled breech blocks are fitted to a dummy cannon breech; if they function on the dummy they will function on any accepted cannon of the same size and type. (AB)

f. Key-operation. Key-operation inspection is done prior to, and immediately after a critical or expensive operation, first, to avoid doing expensive work on a part already not up to standard and, second, to check the accuracy of critical work before proceeding with succeeding operations. (AB)

g. Percentage. Amount of inspection to be done is sometimes expressed in terms of percentage, 100% meaning each and every piece in the entire lot. Inspection may be in excess of 100%, meaning each part is subject to inspection as it passes from one operator to the next. Example: In assembly of time fuses for projectiles, each individual visually inspects each piece to see that the previous individual actually contributed his or her part before blindly adding the next component. In this way, each assembler in turn becomes an inspector checking the performance of the previous assembler, notwithstanding which a final assembly inspection consists of weighing the complete fuse on a sensitive balance which immediately indicates the omission of even the smallest component. (AB)

h. Pilot-piece. A further step beyond first-piece inspection is the running of a part through its entire sequence of operations on a series of machines set up for its production, especially in the case of product layout of equipment. Each tool and each machine set-up is thus tested and all defective tools are replaced and all wrong adjustments are corrected. When a good piece results from the cycle, the production line is released for actual operation. (AB)

i. Preassembly. Preassembly inspection is performed on finished parts as a final inspection prior to going to assembly. (AB)

j. Product. Product inspection is the art of applying tests, by the aid of measuring appliances, to observe whether a given item of product is within the specified limits of variability. The term quality control is more

comprehensive than product inspection. Included in its concept are problems of design, specifications, standardization, manufacturing facilities, and inspection. The end procedure in production control is inspection of the product to determine whether it conforms, or the degree to which it conforms, to establish specifications and standards. (AB)

k. RCEME. A visual inspection not involving the use of tools and gauges. Carried out periodically by RCEME personnel to ensure that the equipment is in serviceable condition and that necessary repairs and adjustments and all authorized modifications have been carried out. (DEME)

l. Sampling. Sampling inspection is performed on samples taken at random from lots of small parts. These samples are considered representative of the lot when it is not practical to inspect each piece. If the samples are unsatisfactory, the entire lot may be inspected or it may be rejected. The number of pieces to sample depends on the work or part and its value and importance. Statistical methods have been developed to determine the sample quantities, but often past experience or careful judgment forms the basis for the decision. (AB)

m. Trial-run. This method calls for the inspection of the tool and testing it primarily to a production run. (Screw Machine Engineering). The tool may be checked against its drawing and specifications and may be found to be at variance with requirements. Then a trial run of a single piece will be made and this piece may be found to conform to tolerances. The toolmaker, from his experience, provided clearances not shown in the tool drawing or specifications, so that the work itself - the important factor - was correctly machined. (AB)

n. Working. Working inspection requires that the inspector shall check pieces, preferably at definite intervals, to make sure that the work is still being produced within tolerances. Tools wear or break and the operator may neglect to grind or replace them (unless the set-up man must do this), and machines may be sprung or adjustments may loosen. A systematic means is necessary for detecting and correcting these happenings, and working inspection is this means. Automatic machinery requires that the same precautions be taken. Periodic inspections during the run are necessary. Many automatic machines are now equipped with automatic signals or stops which act to shut down the

machine when tool or machine trouble develops. Punch presses, for example, may shut down when a punch breaks. Patrolling inspection, however, is advisable on all long runs to prevent accumulation of excessive spoilage due to tool wear, or the failure of an automatic stop to operate. (AB)

398. INSTRUCTION

Instruction is any communication from a superior to one or more of his subordinates when they are in their executive roles. This definition includes not only orders, but also requests for information, advice or assistance, the passing of information, etc, which always contain, either explicitly or implicitly, an instruction. (GML)

399. INSTRUCTOR (ASSISTANT (ARMY)) (See ASSISTANT INSTRUCTOR)

400. INTEREST INVENTORY TESTS

Testing devices for measuring a job applicant's relative interest in various vocational areas. (SAM)

401. INTERFERENCE ALLOWANCE Synchronization Allowance.

An allowance of time for production unavoidably lost through synchronization of stoppages on two or more machines (or processes) attended by one worker. Similar circumstances arise in team work. (BSI)

402. INTERFERENCE TIME Synchronization Time.

The time when the machine (or process) is idle awaiting attention, while the worker attends to another machine (or process). Similar circumstances arise in team work. (BSI)

403. INTERMITTENT ELEMENT (See OCCASIONAL ELEMENT)

An element essential to an operation, which occurs at less regular intervals than those of the regular or basic cycle of elements. (ILO)

404. INTERNAL ELEMENT

a. Any element performed by a workman while the machine he controls is operating automatically.

b. A short-duration element performed by one hand while the other hand is performing a more time-consuming element. (ILO)

405. INTERNAL WORK (See INSIDE WORK)406. JIG

A jig holds parts in an exact position and guides the tool that works on them. (ILO)

407. JOB *

A job is the summation of the tasks entrusted to any one individual. (SM)

408. JOB

a. All the work carried out by a worker or a group of workers in the completion of their prescribed duties and grouped together under one title or definition. In Work Study techniques it may also denote a part of these duties. (BSI)

b. A work assignment in an organization having a specific set of duties, responsibilities and conditions that are different from those of other work assignments and can be given to one person to perform. (SAM)

409. JOB ANALYSIS*

A process of methodically compiling and studying major requirements (physical, mental, educational, etc) of specific job assignments in order to define and describe the duties and essential qualifications required for such purposes as the satisfactory performance of the task, determination of bases for remuneration, training, or accident prevention. (SAM)

410. JOB ANALYSIS

a. Job analysis is defined as the detailed analysis of function to determine the actual jobs and duties to be performed and to establish the skill levels required to perform these jobs. (AHQ)

b. The assessment of the requirements of a job in terms of its job factors. (BSI)

411. JOB ASSESSMENT

The process of ascertaining the relative value of a job by examination of the job analysis and job description. (BSI)

412. JOB BREAKDOWN

A listing of the content of a job by elements. (BSI)

413. JOB CLASSIFICATION

a. The process of determining various classes of jobs according to the skill, experience, training and other qualifications required for satisfactory job performance, and of assigning each job to a scheduled classification according to its characteristics. (SAM)

b. Job classification is the sorting of standard job description-specifications into a relatively small number of classes, each of which includes all jobs, and only those, which are identical or equivalent in essential characteristics, that is, in level of responsibility, degree of skill, etc. Subclasses may be necessary to accommodate variations in kind on each level. (AB)

414. JOB CLASSIFICATION METHOD

A development of the job ranking method in which jobs are arranged in previously determined job grades and/or wage levels. (BSI)

415. JOB DESCRIPTION

A statement of the content and requirement of a job. (BSI)

416. JOB ESTIMATING

The process of compiling a statement of the quantities of materials required, the amounts of time involved in production, and the procedures to be followed in putting an order through together with the cost of the articles made or to be made, where experience supplies no complete figures. (AB)

417. JOB EVALUATION *

Job evaluation is the process concerned with the systematic comparison of jobs, one with another, for the purpose of assessing their relative values in money units. (SM)

418. JOB EVALUATION

a. Job evaluation is the ranking, grading, and/or weighing of essential work characteristics of all jobs or job classes in some systematic way to ascertain the labor worth of each job or job class relative to all others. (AB)

b. A generic term covering methods of determining the relative worth of jobs. (BSI)

c. Job evaluation is the process of determining the value of a job in relation to other jobs in an organization. A standard evaluation scale is used by all services. (AHQ)

d. The process of measuring the relative worth of specific jobs, by evaluating the important characteristics of each and assigning values to these characteristics or isolated factors. Thereafter, the total worth of each job is determined by converting these values to monetary values. (SAM)

419. JOB FACTOR

A requirement of the job that can be recognized, defined and assessed (eg, mental and physical demands, skill required, responsibility and working conditions). (BSI)

420. JOB GRADING

The grouping of jobs with similar contents, requirements, and/or points values, into classes or grades. (BSI)

421. JOB QUALIFICATIONS

Those personal characteristics required of an individual in order to qualify for and perform successfully on a particular job or position. (SAM)

422. JOB RANKING

A method of evaluating a particular job in relation to other jobs either within or without the organization by determining, comparing, and ranking the factors common to all of the jobs for comparison purposes. (SAM)

423. JOB RATE DIFFERENTIAL

An established difference between a total job rate of one job and another. (BSI)

424. JOB REQUIREMENTS

Specifications which state the competency and abilities a person should have to qualify for a particular job. (SAM)

425. JOB SECURITY

Assurance given employees to steady future employment in some form of a guarantee. (SAM)

426. JOB STABILIZATION

A program of providing continuous work opportunities, usually on the same or similar jobs, and thereby assuring the employees of steady earnings. (SAM)

427. JOB STANDARDIZATION *

The establishment of a standard method of doing a job through detailed analysis of equipment, work methods, tools, materials and work place. Standard methods combined with time allowances for each operation provide for the standard time allowed for each job. (SAM)

428. JOB STANDARDIZATION

Job standardization consists in determining the one best way of performing a job, under the means at command, of recording the exact method on an instrument

card together with the time that each elementary operation should take, and establishing means to maintain the standard conditions. (AB)

429. JOB STUDY

A detailed analysis of work from the viewpoint of sequential relationships of motions, methods, layout, procedures, equipment, and environmental conditions to determine the most efficient standard practice for operative performance. (SAM)

430. JOB TRAINING

Any process by which the attitudes, skills, knowledge, and abilities of employees to perform specific jobs are increased. (SAM)

431. JOURNEYMAN

A person who has served a formal apprenticeship, during which time he has acquired a comprehensive knowledge and high degree of skill in one of the recognized trades. (SAM)

432. JURISDICTIONAL STRIKE

A work stoppage arising from a dispute between two or more unions over the right to represent a particular group of workers or the right to perform certain types of work. (SAM)

433. KICKBACK

The receipt of payment from an employee on the withholding of a portion of an employee's wages, by an employer, foreman, or agent as a bribe for the employee's obtaining or holding a job. (SAM)

434. LABOR

The human effort or activity applied to the production and distribution of goods and services and for which remuneration is received. (SAM)

435. LABOR GRADES

Classification of jobs in the wage structure according

to the difficulty of work, the quality of workmanship required, or the hazards involved. (SAM)

436. LABOR-MANAGEMENT COMMITTEE

A group of representatives of management and labor organized to deal mainly with problems of mutual interest. The committee is not a bargaining unit. (SAM)

437. LABOR-MANAGEMENT RELATION ACT (TAFT HARTLEY ACT - 1947)

A legal measure revising the National Labor Relations Act and the Norris-LaGuardia Act; it was the first peacetime legislation aimed at regulating unions. It requires increased union responsibilities, authorizes damage suits for collective bargaining violations, provides protection for the employer against unfair labor practices, and sets up procedures for settling national emergency strikes. (SAM)

438. LABOR POLICIES

Statements of a company's practices and intentions governing its manpower management. (SAM)

439. LABOR RELATIONS

Those activities that deal with all matters and problems arising through collective action by the employees, usually between managements and the unions with which they deal. (SAM)

440. LABOR UNION (See UNION)

441. LAYOFF

Termination of employment at the will of the employer without prejudice to the worker due to lack of work, funds, production cutbacks, etc. (SAM)

442. LAYOUT

The arrangement of items within an area. The items may include roads, railroads, buildings, offices, departments, warehouses, equipment, machinery, furniture, facilities, parts, aisles, and so on. (ILO)

443. LAYOUT OF A FACTORY, WORKSHOP OR WORKING AREA

A layout means the position of the departments or shops in the factory and the machines, workplaces and storage points in the working areas, including where applicable, offices and staff facilities, relative to one another. (ILO)

444. LEADERSHIP

The dynamic force in an organization that motivates and directs individuals and groups in the achievement of organizational or institutional objectives. (SAM)

445. LEARNER ALLOWANCE

A temporary benefit given to workers while they develop ability. (BSI)

446. LEARNER TRAINING

A program for training novice workers in a trade which usually requires less skill and formal training than a regular apprenticeship. (SAM)

447. LEARNING CURVE

A graphical representation showing an operator's improvement in learning a new series of movements thus reducing the time required to perform them. The rate of improvement is quick at the beginning but soon begins to slow up, and it requires very long practice to achieve really high and consistent speed. The time per cycle is plotted vertically and the cycles of practice plotted horizontally. (EME)

448. LEAVE OF ABSENCE (FURLOUGH)

A period of time granted to an employee to be absent from his job without endangering his employment status; ordinarily without pay. (SAM)

449. LEVELLED TIME (See NORMAL ELEMENT TIME)

The average time adjusted to account for differences in skill, effort, conditions and consistency between

workmen and the factors surrounding an operation. (ILO)

450. LEVELLING

A method used to rate whereby a 'levelling factor' is determined by reference to a table of point values for various grades of skill and effort (and sometimes also conditions and consistency). The algebraic sum of the point values assigned to each factor is used in adjusting the observed time to give the time required at a stated performance level. (BSI)

451. LIEU BONUS

A payment made to a worker who through particular circumstances is not given any opportunity of participating in an incentive scheme. (BSI)

452. LINE (RCEME)

The classification assigned to a RCEME unit according to its position in the repair organization. The term has no geographical significance.

a. First line units (LADs or unit tradesmen) undertake unit repairs.

b. Second line workshops undertake field repairs.

c. Third line workshops undertake field repairs, but usually those backloaded from second line workshops, either to prevent overloading or because of the time factor.

d. Fourth line workshops undertake base repairs. (DEME)

453. LINE ORGANIZATION (See COMMITTEE AND STAFF ORGANIZATION)

Line of authority, or command, in its simple form is often referred to as the military type of organization. Its prototype is the organization of an army in its line or operational activities apart from the present-day staff or planning and strategy functions, and probably it is as old as the combining of individuals for a joint activity, as for hunting or for war. In its simple, typical form it is not so extensively used as formerly in industry, except in small shops. In larger companies it is now usually

combined with the functional or expert staff. (AB)

454. LOAD FACTOR

The proportion of the overall cycle time required by the worker to carry out the necessary work at standard performance, during a machine- (or process-) controlled cycle. (BSI)

455. LOADING

Loading is the processing, investigation, planning and allotting of work to the workshops. (RS)

456. LOCAL PURCHASE ORDER (LPO)

The form used by the Department of National Defence (DND) to purchase stores and services direct from the trade. Authority respecting the nature and amount of purchase is delegated on a ministerial level by the Department of Defence Production (DDP). Signing authority is delegated by the Deputy Minister, DND. (EME)

457. LOCAL REQUISITION (DND 601, commonly termed 'DDP Requisition' or 'DDP Req')

The form used to request the purchase of RCME services through the District Office of DDP. (EME)

458. LOCKOUT

Temporary shutdown of a plant by an employer during a labor dispute in order to pressure workers to accept the employer's terms or to retract some of the workers' demands; usually a retaliatory measure against striking employees. (SAM)

459. LOOSE RATING (See RATING)

An inaccurate rating which is too high. (BSI)

460. LOOSE STANDARD (colloq)

An allowed or standard time greater than that required by a qualified workman performing his job with normal skill and effort and following the prescribed method. (ILO)

461. LOST TIME (See DIVERTED TIME)462. LOST TIME ACCIDENT

An accident wherein the injured employee is unable to return to and perform his regular duties within 24 hours after the beginning of the shift on which he was injured. (SAM)

463. LYING-ON TIME (See LYING TIME)464. LYING-TIME (Lying-on time)

The period between the completion of the working week and the payment of wages. (BSI)

465. MACHINE ANCILLARY TIME

The time when a machine is temporarily out of productive use owing to changeovers, setting, cleaning, etc. In some cases where ancillary time is extensive and planned ahead this may be considered as part of the time when the machine is not worked. (BSI)

466. MACHINE ATTENTION TIME

That portion of a machining operation during which the workman performs no physical work yet must watch the progress of the work and be available to make necessary adjustments, initiate subsequent steps or stages of the operation at the proper time and the like. (ILO)

467. MACHINE AVAILABLE TIME

The time which a machine could work based on attendance time, ie, working day or week plus overtime. (BSI)

468. MACHINE CAPACITY

The volume of output of a machine, usually expressed in physical units capable of being produced in any convenient unit of time, eg, tons per week, pieces per hour, etc. (BSI)

469. MACHINE CONTROLLED TIME (See MACHINE RUNNING TIME)

That part of a work cycle that is entirely controlled by a machine and, therefore, is not influenced by the skill or effort of the workman. (ILO)

470. MACHINE DOWN TIME

The time during which a machine cannot be operated on production or ancillary work owing to breakdown, maintenance requirements, or for other similar reasons. In some cases, eg, preventive maintenance schemes - down time may form part of the time when the machine is not worked. (BSI)

471. MACHINE EFFECTIVE UTILIZATION INDEX

Ratio of: Machine Running Time at Standard
Ratio to: Machine Available Time. (BSI)

472. MACHINE EFFICIENCY INDEX

Ratio of: Machine Running Time at Standard
Ratio to: Machine Running Time. (BSI)

473. MACHINE ELEMENT

An element automatically performed by a power-driven machine (or process). (BSI)

474. MACHINE-HOUR

A machine-hour is the running of a machine or piece of plant for one hour. (ILO)

475. MACHINE IDLE TIME

The time during which a machine is available for production or ancillary work but is not used owing to shortage of work, materials or workers, including the time that the plant is out of balance. In some cases of known shortage of work or material this idle time may be considered as part of the time when the machine is not worked. (BSI)

476. MACHINE INTERFERENCE

The queuing of machines (or processes) for attention, eg, when one worker is responsible for attending to more than one machine. Similar circumstances arise in team work where random delays at any point may affect the output of the team. (BSI)

477. MACHINE LOADING

Machine loading, as used in production planning and control is defined as: Amount of work assigned ahead to each machine. It is sometimes wrongly called machine burden. (AB)

478. MACHINE MAXIMUM WORKING TIME

The maximum possible time which a machine or group of machines could work within a given period, eg, 168 hours in one week or 24 hours in one day. (BSI)

479. MACHINE RUNNING TIME (See MACHINE CONTROLLED TIME)

The time during which a machine is actually operating, ie, the Machine Available Time less any Machine Down Time, Machine Idle Time, and Machine Ancillary Time. (BSI)

480. MACHINE RUNNING TIME AT STANDARD

The running time that should be incurred in producing the output if the machine is working under optimum conditions. (BSI)

481. MACHINE UTILIZATION INDEX

Ratio of: Machine Running Time
Ratio to: Machine Available Time. (BSI)

482. MAINTENANCE (in the management sense)

The systematic servicing and repair of plant, equipment and buildings with a view to preventing breakdowns while in use. (ILO)

483. MAINTENANCE OF EQUIPMENT

Any action taken to keep equipment in a serviceable condition or to restore them to a serviceable condition when unserviceable. Thus maintenance includes servicing, repair, inspection, rebuilding, reclamation, modification and recovery. (DEME)

484. MAINTENANCE OF MEMBERSHIP (See UNION SECURITY CLAUSE)

A clause in a collective bargaining agreement that requires all union members of a specified date to remain members in good standing as a condition of employment until the expiration of the contract. (SAM)

485. MAJOR ASSEMBLY

A combination of components or minor assemblies forming a self-contained part of a vehicle or equipment, eg, an engine or a gun recoil system. (DEME)

486. MAJOR SEGMENT OR DIVISION OF WORK

Major segment or division of work is a general listing of segments of work which must be performed in a position or in order to carry out a function. (USAF)

487. MAKE-READY TIME (See SET-UP TIME)488. MAKE-UP

The amount of adjustment in terms of money or time required to bring a worker's earnings up to his guaranteed minimum. (BSI)

489. MAN TYPE FLOW PROCESS CHART

A flow process chart which records what the worker does. (BSI)

490. MANAGEMENT*

Management is the organization and control of human activity directed towards specific ends. (ILO)

491. MANAGEMENT

a. The art and science of directing and controlling human effort so that the established objectives of an enterprise may be attained in accordance with accepted policies. (ILO)

b. The group of people who direct and control human effort toward the attainment of the objectives of an enterprise. (ILO)

c. Management is that function concerned with firstly, the execution of policy, secondly, the formulation of detailed policy and thirdly, the employment of an organization for the particular tasks set before it. (SM)

d. Noun - That body of individuals in an organization accountable and responsible for the performance of the functions of executive leadership. (SAM)

e. Verb - Performing the management functions of planning, organizing, motivating and controlling the activities of an organization so that it may achieve its objectives through human effort, with reasonable economy and effectiveness. (SAM)

f. Management is the action which directs and guides the operations of an organization in order to achieve its established aims. (DEME)

g. The guidance of the enterprise in all those functions which lead eventually to the execution of the physical processes necessary to achieve the objective. (RS)

h. To formulate policies related to the type of product to be manufactured, finance, product distribution, service, personnel and other elements affecting the operations of an enterprise. (DEME)

492. MANAGEMENT DEVELOPMENT

A planned program for selected management personnel at all levels to develop and improve managerial knowledge, proficiencies, and attitudes. (SAM)

493. MAN-HOUR

A man-hour is the labour of one man for one hour. -
(ILO)

494. MANNING TABLE

A staffing schedule or personnel inventory covering all jobs within a department, organization, etc, which summarizes the actual or desirable number of employees for each job title. (SAM)

495. MANUAL AND MOTOR SKILL TESTS

Aptitude tests used to determine a worker's dexterity, coordination, speed or reaction, steadiness, and other muscular skills. (SAM)

496. MANUAL ELEMENT

An element performed by a worker. (BSI)

497. MARKETING POLICY

The whole policy of an enterprise regarding the marketing of its products or services. It includes questions relating to the range of goods or services to be offered, markets to be entered, price ranges, selling methods, distribution and sales promotion. (ILO)

498. MARKET RESEARCH

The gathering, recording and analysing of all facts about problems relating to the transfer and sale of specified goods and services from producer to consumer. (ILO)

499. MASTER (CRAFTSMAN)

A worker who has completed periods as apprentice and journeyman and has attained the highest level of proficiency in his trade. (SAM)

500. MATERIAL CONTROL *

The provision of the required quantity and quality of material at the required time and place with the minimum investment possible. (ILO)

501. MATERIAL CONTROL

Procedures and means by which the correct quantity and quality of materials and components are made available to meet production plans. (BSI)

502. MATERIALS CONTROL

Materials control may be defined basically as constituting: The provision of the required quantity and quality of material at the required time and place and with the minimum feasible investment. (AB)

503. MATERIALS HANDLING

a. Handling materials is picking up and putting down, moving in a horizontal or vertical plane, or both, by any means, materials or products of any kind in their raw, semi-finished, or completely finished condition.

b. Handling equipment refers to all mechanisms used in materials handling, together with auxiliary devices that may be required to make complete operating units.

c. Bulk material means any loose, powdery, granular, or lumpy substances, such as flour, wheat, coal, etc.

d. Package material includes boxes, cartons, crates, barrels, sacks, and also open containers with bulk or fabricated materials in them.

e. Units may be packages as above defined, or individual pieces or parts. (AB)

504. MATERIAL TYPE FLOW PROCESS CHART

A flow process chart which records what happens to material. (BSI)

505. MATERIAL UTILIZATION CONTROL

Procedures and means set up to ensure that materials provided for the production plans are used most effectively. (BSI)

506. MATERIEL

Consists of all movable public property other than money, provided for the Army and includes vehicles, missiles, arms, ammunition, clothing, stores, provisions or equipment so provided. (DEME)

507. MAXIMUM WORKING AREA (See WORK PLACE LAYOUT)

The space over which a seated or standing worker has to make full length arm movements (ie, from the shoulder) in order to reach and use tools, materials and equipment. NOTE: When the legs are used, similar circumstances apply. (BSI)

508. MEASURED WORK

Work for which control standards have been determined directly or indirectly (ie, through synthetic data, etc) by time study. (BSI)

509. MECHANIC

A mechanic is a handicraftsman, a skilled workman, especially one who makes or uses machinery. (COD)

510. MECHANICAL APTITUDE TESTS

Tests found useful in measuring some form of native mechanical ability. (SAM)

511. MECHANICIAN

One skilled in constructing machinery. (COD)

512. MECHANIST

A machinist (now rare); mechanic, expert in mechanics. (COD)

513. MEDIATION

The use of a third impartial party to act as go-between in a labor dispute in any of several capacities in order to facilitate agreement between the disputants. It is an aid to collective bargaining and it is effective as

long as the parties are amenable to compromise. (SAM)

514. MEDIATOR

A person who attempts or has been requested to mediate a conflict by acting as the go-between for the disputant parties. The mediator attempts to find a common basis of agreement, but does not force the disputants to change their views or impose his will on them. (SAM)

515. MEMO-MOTION

The study of complete operations over comparatively long periods of time. (ILO)

516. MEMO-MOTION PHOTOGRAPHY

A form of time lapse photography which records activity by a cine camera adapted to take pictures at longer intervals than normal. The time intervals usually lie between 1/2 sec and 4 sec. (BSI)

517. MERIT FACTOR SCALE

The division of a merit factor into progressive degrees of merit, eg, (in its simplest form) quality of work - poor, fair, average, good, very good, excellent. Alternatively, degrees of merit may be expressed numerically. (BSI)

518. MERIT FACTORS

Worker characteristics selected as a basis for merit rating according to the nature of the work (eg, quality or quantity of work dependability, adaptability, job knowledge, attitude and team work). (BSI)

519. MERIT GRADE

A group or class comprising workers whose merit rating falls within a defined range of merit values. (BSI)

520. MERIT RATE

The wage increment for a worker's merit. (BSI)

521. MERIT RATING, EFFICIENCY RATING,
PERFORMANCE RATING *

A method of evaluating the present and estimating the potential performance of employees. The purposes of these types of rating techniques, usually measured on a scale, are to determine present and potential usefulness of employees to their organization and to serve as a basis for transfer, promotion and training of employees. (SAM)

522. MERIT RATING

a. Merit rating is a tool for measuring the performance of workers - a tool for appraising the relative qualities of their different personalities with respect to the jobs they fill. It attempts to minimize the amount of subjective judgment usually found where one person appraises another, and to substitute, if possible, objective measures to appraise individual differences which at present are almost universally handled subjectively. It is primarily useful in evaluating worker performance on the job, and it is in this field that its chief advantage is to be found. (AB)

b. The systematic assessment of the behaviour and/or ability of workers in their work. (BSI)

523. MERIT VALUE

A combination of the numerical values corresponding to the degree of merit awarded to an individual worker. (BSI)

524. MERIT WAGE ADJUSTMENT

Wage increases granted because of increased production or efficiency, exceptional ability, increase in quality of work, etc. (SAM)

525. METHOD

a. The procedure or sequence of motions used by one or more individuals to accomplish a given operation or work task.

b. The sequence of operations and/or processes used to produce a given product or accomplish a given job.

c. A specific combination of layout and working conditions; materials, equipment, and tools; and motion pattern, involved in accomplishing a given operation or task. (ILO)

526. METHODS ENGINEERING

The technique that subjects each operation of a given piece of work to close analysis in order to eliminate every unnecessary element or operation and in order to approach the quickest and best method of performing each necessary element or operation. It includes the improvement and standardization of methods, equipment, and working conditions; operator training; the determination of standard times; and occasionally devising and administering various incentive plans. (ILO)

527. METHOD STUDY *

The systematic recording, analysis and critical examination of existing and proposed ways of doing work and the development and application of easier and more productive methods. (ILO)

528. METHOD STUDY (See MOTION STUDY)

a. The term used to cover the processes of:

- (1) determining the true facts about existing or proposed plant, methods, and personnel, in a given context,
- (2) recording these facts,
- (3) developing improved methods. (SM)

529. MICROMOTION ANALYSIS

The critical examination of a simo chart prepared by a frame-by-frame examination of a cine film of an operation. (BSI)

530. MICROMOTION STUDY

a. That phase of motion study which divides manual work into fundamental elements, often called therbligs or Gilbreth basic elements, analyses these elements

separately and relatively, and, from this analysis, establishes more efficient methods.

b. The analysis of elements of motions too short or rapid for the eye to distinguish by the use of motion pictures, sometimes in combination with an adequate time-indicating device (since the motion-picture camera itself can indicate time-intervals, an additional timing device is often dispensed with in micromotion study). (ILO)

531. MIDDLE MANAGEMENT

The administrative group, including certain staff levels, whose mission is to implement the programs and policies of top management and to manage and co-ordinate the frontline supervisors. (SAM)

532. MINIMUM MOVEMENTS (See CHARACTERISTICS OF EASY MOVEMENT)

Movements which, while natural, are the minimum necessary for the job. (BSI)

533. MINOR ASSEMBLY

A sub-assembly, eg, a carburettor, firing mechanism, or aerial assembly, which may form part of a major assembly. (DEME)

534. MISSION

A mission is a goal or an objective. Missions are assigned to organizations. An organization's assigned mission is the end-result that the organization is responsible for achieving or producing. (USAF, RS)

535. MODIFICATION

A change in the design or assembly of an equipment to increase safety, reduce maintenance or increase operating effectiveness. (DEME)

536. MOONLIGHTING

A 'moonlighter' is a person who has a regular job but also holds a second job at which he works part time or full time. 'Moonlighting' is the practice of working at a second job for supplemental income. (SAM)

537. MORALE

A mental attitude which leads an individual or a group of individuals to subordinate their personal goals or to integrate them with those of the organization to further the successful achievement of its objectives. (SAM)

538. MOTION STUDY * (See METHOD STUDY)

The analysis of the manual and the eye movements occurring in an operation or work cycle for the purpose of eliminating wasted movements and establishing a better sequence and co-ordination of movements. (ILO)

539. MOTION STUDY

Motion study is the analysis used for improving the efficiency and reducing the fatigue of normal work by the study of the use of the human body, the arrangement of the work place and the design of tools and equipment. (DEME)

540. MOTIVATE

To provide a motive or reason for doing something. (ILO)

541. MOTIVATING

The process of stimulating through applied incentives or stimuli those individuals in an organization from whom action is desired to achieve objectives according to plans. (SAM)

542. MOTIVATION

The physical and/or psychological forces or drives which influence the choices or actions of an individual, towards the achievement of desired results. (SAM)

543. MULTICRAFT UNION

A labor organization which has jurisdiction over or embraces several different crafts or trades. (SAM)

544. MULTI-FACTOR SCHEME

A method of payment where rewards are based on more than one factor, eg, quality, machine utilization, process yield, output, etc. (BSI)

545. MULTIPLE ACTIVITY CHART*

This term is used when referring to the group of charts used to show diagrammatically the time relationship between the separable steps performed by more than one subject (worker, machine or equipment) when carrying out a specified task. There are four main types of chart falling under the general heading of Multiple Activity Chart:

a. Man-Machine Two Handed Process Chart. A chart showing diagrammatically on a relative time basis the relationship between the body member movements of a machine operator and the machine cycle.

b. Man-Machine Two Handed Time Chart. A chart showing diagrammatically, against a quantitative time scale, the relationship between the body member movements of a machine operator and the machine cycle.

c. Man-Machine Process Time Chart. A chart showing on a quantitative time scale the separate steps taken by a machine operator in relation to a machine cycle.

d. Multiple-Activity Process Chart. A chart showing on a quantitative time scale, the relationship between the separate steps taken by two or more persons in the performance of a group task. (SM modified)

546. MULTIPLE ACTIVITY CHART

A chart on which the activities of more than one subject (worker, machine or equipment) are each recorded on a common time scale to show their inter-relationship. (BSI)

547. MULTIPLE MANAGEMENT

A type of management organizational program in which top management is actively assisted in the formulation and administration of company policies, personal practices, and business procedures by junior executives acting as boards or committees. (SAM)

548. MULTIPLE MACHINE WORK

Work which requires the worker to attend two or more machines (of similar or different kinds) running simultaneously. (BSI)

549. NATIONAL LABOR RELATIONS ACT (WAGNER ACT, 1935)

A federal statute giving employees engaged in interstate commerce industries full freedom to organize and bargain collectively and declared certain acts by employers and unions to be unfair labor practices. This act was later revised by the Labor-Management Relations Act (Taft Hartley Act) 1947. (SAM)

550. NATIONAL LABOR RELATIONS BOARD

A board established by the National Labor Relations Act of 1935 to conduct hearings and investigations, prohibit unfair labor practices, issue cease and desist orders, and to administer penalties for refusal to obey court orders. (SAM)

551. NATURAL MOVEMENTS (See CHARACTERISTICS OF EASY MOVEMENT)

Movements which made the best use of the shape and arrangement of the parts of the body involved. (BSI)

552. NET WAGE

The total payment after all deductions have been made from the gross wage. (BSI)

553. NON-MONETARY INCENTIVE

An incentive associated with conditions of work, amenities and social benefits in the concern, not involving direct monetary payment. (BSI)

554. NON-OCCUPATIONAL INJURY

An accident or injury involving lost time, which occurs away from the course of one's employment and for which the employer is not generally responsible. (SAM)

555. NORMAL ELEMENT TIME (See LEVELLED TIME)

The selected or average elemental time adjusted by levelling and/or other methods to obtain the time required by a qualified workman to perform a single element of an operation. (ILO)

556. NORMALIZING (See EXTENSION)557. NORMAL PERFORMANCE (OR PACE)*

It is the working rate of the average worker working under capable supervision but without the stimulus of an incentive wage-payment plan. This pace can easily be maintained day after day without undue physical or mental fatigue and is characterized by the fairly steady exertion of reasonable effort. (ILO)

Note: In Great Britain it has been agreed between labour and management that the definition will be as below.

558. NORMAL PERFORMANCE

Represented as the performance of a man of average stature, walking at 3 miles per hour, unloaded, on level ground and under normal atmospheric conditions. It is referred to as a "60 Performance". (SM)

559. NORMAL TIME

The time that would be required by a trained and experienced person, using approved methods, to complete a specified activity when working at a Normal Performance. (SM)

560. NORMAL WORKING AREA (See WORKPLACE LAYOUT)

The space within which a seated or standing worker can reach and use tools, materials and equipment when his elbows fall naturally by the side of the body. (BSI)

561. NORRIS-LAGUARDIA ACT (ANTI-INJUNCTION ACT, 1932)

Federal legislation which recognized the rights of workers to organize, designate representatives and bargain collectively. The act restricted the power of federal courts to issue injunctions in labor disputes. 'Yellow Dog' contracts were declared unenforceable by the Act. (SAM)

562. OBJECT

A civilian contract term, the Chief Treasury Officer (CTO) coding classification within a primary on a nature of expenditure basis. (EME)

563. OBJECTIVE

Any values that have to be created, acquired, preserved, or distributed and either constitute or lead to the desired results of an organization. (SAM)

564. OBSERVED TIME

The time taken to perform an element or combination of elements obtained by means of direct measurement. (BSI)

565. OCCASIONAL ELEMENT (See INTERMITTENT ELEMENT)

Occasional elements are those elements which do not occur in every cycle of the task but which may occur at regular or irregular intervals. (ILO)

566. OCCASIONAL TIME (See INTERMITTENT ELEMENT)567. OCCUPATION

A group of closely related jobs having common characteristics and common to many firms and areas. (SAM)

568. OCCUPATIONAL INJURY

Any accident or injury involving lost time arising out of the course of one's employment which is usually subject to some form of compensation other than his regular wage or salary. (SAM)

569. OFF-THE-JOB TRAINING

a. On Base. Individual or group training, which requires the trainee to be away from his work place, but on the base.

b. Off Base. Individual or group training which requires the trainee to be off the base for intervals of time, such as training at another Air Force installation or outside the Air Force. (USAF)

570. ON-THE-JOB TRAINING

a. A method of training an employee to perform a particular job utilizing the work situation as the place of instruction while still doing productive work. (SAM)

b. Civilian. In-service training given an employee within his work area, while engaged in productive work. (USAF)

c. Military. The supervised instruction of an individual to qualify him in the performance of duties of an Air Force Specialty, while he is working in a duty assignment of the career field ladder. This is on-the-job training only when the airman spends a part of his time in a productive capacity on the job. (USAF)

571. OPEN SHOP

a. A business which employs workers regardless of union affiliation and where unionists and non-unionists may work without discrimination.

b. A business where only non-unionists may work and no union has the right to represent the workers. (SAM)

572. OPERATIONAL RESEARCH

The application of scientific research - analytical, experimental or quantitative - to industrial and business problems with the object of providing a more analytical basis for making predictions and decisions. (BSI)

573. OPERATION ANALYSIS

a. A study of the factors which affect the performance of an operation, such as the purpose of the operation, other

group of workers whilst on measured or estimated work.

Ratio of: Total standard times for all measured)
 and estimated work)
 to) x 100
 Time on measured and estimated work)
 excluding diverted and waiting time.) (BSI)

580. OPERATOR TRAINING

The systematic training or retraining of workers in manual skills with a view to ensuring sound and uniform working methods. (ILO)

581. ORGANIZATION *

The general field of activity which is concerned with the development and maintenance of proper relationships among work functions, people, and physical factors of environment, leading to willing cooperation, effective executive leadership and the accomplishment of the organization's objectives. (SAM)

582. ORGANIZATION

a. An organization is a group of human beings, equipment, plant, materials, tools, resources and accessories brought together in a systematic manner to achieve a defined objective. (DEME)

b. Reference to "the" organization usually refers to the human beings that have been brought together to carry on the enterprise and who are thought of as an entity. (DEME)

583. ORGANIZATION STRUCTURE

The framework through which work, people and the work place are related, lines of authority and areas of responsibility set up, communication installed and efforts coordinated to permit the most effective release of human energies toward the accomplishment of organizational objectives. (SAM)

584. ORGANIZING

The process of assembling resources in needed proportions and establishing the proper relationship among work functions, people and environmental factors, with provision for the lines of authority and the areas of responsibility necessary to accomplish predetermined objectives. (SAM)

585. OUTLINE PROCESS CHART

A process chart giving an overall picture by recording in sequence only the main operations and inspections. (BSI)

586. OUTSIDE CYCLE WORK - (See OUTSIDE WORK)587. OUTSIDE WORK - Outside cycle work. Principal work. External work.

Elements which must necessarily be performed by a worker outside the machine- (or process-) controlled time. (BSI)

588. OVERALL PERFORMANCE

An indication of the net utilization of labour in producing useful output.

Ratio of: Total productive standard time for measured and estimated work plus productive uncontrolled

work at assessed performance
to

Total attendance time excluding time on allocated work. (BSI)

589. OVERTIME

That part of attendance time which is spent by a worker at the place or places of employment in excess of or outside the normal working day or week. (BSI)

590. OVERTIME PREMIUM

The increment paid for time worked beyond the agreed normal working hours. (BSI)

591. OVERTIME WAGES

Payment of premium rates for work in excess of some specified time period, usually 40 hours per week. (SAM)

592. PART

A specific item which is not normally further broken down into items for repair or part replacement (eg, shock absorbers, bumper, radiator). (DEME)

593. PART-TIME

a. Employees - those employees who are regularly employed for a schedule of hours or days of work appreciably shorter than that for comparable full-time employees.

b. Work - that work performed during only part of the worker's available time for work or during only a part of the employer's scheduled work day or work week. (SAM)

594. PATERNALISM

The attempts of a company, through varied programs, to win the loyalty of workers by taking a unilateral interest in their well-being, or by encouraging employees to become overdependent on the employer. (SAM)

595. PATROL TIME

The time during which a worker operating a number

of machines (or processes) is walking between them and at the same time exercising attention to ensure satisfactory operation. (BSI)

596. PAYDAY

The day on which payment of wages or salary is made or is to be made by the employer for labor performed or services rendered. It is not restricted to specific time period, ie, it may be daily, weekly, monthly, etc. (SAM)

597. PAYROLL

A record showing each employee's gross wages, taxes and other deductions, and net earnings for a specified period. (SAM)

598. PAY WEEK

A seven days' period not necessarily the calendar week, used as the basis for the calculation of wages. (BSI)

599. PENSION

Periodic payments to workers who have been retired because of advanced age, accident, illness, or for some other reason determined by the employer. (SAM)

600. PERFORMANCE

The degree with which a workman applies his skill and effort to an operation under the conditions prevailing. This degree is expressed in terms of a performance efficiency or defined benchmarks such as good, average and poor. (ILO)

601. PERFORMANCE RATING* (See RATING AND MERIT RATING ... *)

The process of assessing in quantitative units, the performance of a trained and experienced person, relative to Normal Performance when carrying out a specified activity. (SM)

602. PERFORMANCE RATING (EMPLOYEE)

- a. An overall appraisal of an employee's work

performance, generally measured on a scale and expressed in writing.

b. A systematic appraisal of the employee's personality traits and performance on the job and designed to determine his contribution and relative worth to the firm. (SAM)

603. PERMANENT EMPLOYEE

An employee who has served the probationary period of whatever length, and has thus acquired seniority and permanent status within the organization. (SAM)

604. PERMISSIVE REPAIR SCHEDULES (PRS)

A category of EME Manual instructions which are a technical guide to the extent of repair work which may be carried out as successive stages of repair for each class of equipment. They are an indication of the scope of repairs within each line, and are not rigid rules. (DEME)

605. PERSONAL ALLOWANCE

The time allowance made to cover personal needs. (SM)

606. PERSONALITY TESTS

A group of tests designed to reveal an individual's personal characteristics and traits which may affect his success in the organization. (SAM)

607. PERSONAL NEEDS ALLOWANCE

A sub-division of the relaxation allowance intended to cater for attention to personal needs. (BSI)

608. PERSONNEL ADMINISTRATION (PERSONNEL MANAGEMENT)

The art and science of planning, organizing, motivating and controlling the activities involving the human resources of an organization so as to intelligently utilize these resources for the realization of the mutual interests of the employee, the company and the community. (SAM)

609. PERSONNEL AUDIT

The analysis and measurement of the effectiveness of personnel policies, practices, and programs of an organization, with an evaluation of their present functioning, and followed by suggestions for future improvement; usually presented to top management for information and action. (SAM)

610. PERSONNEL DIRECTOR (MANAGER)

Usually a staff executive highly skilled in the personnel field and aware of the rights and interests of individuals and groups at work as well as the economic and social necessities of the firm. (SAM)

611. PERSONNEL MANAGEMENT - (See PERSONNEL ADMINISTRATION)612. PERSONNEL MANAGER - (See PERSONNEL DIRECTOR)613. PERSONNEL POLICY

The whole policy of an enterprise towards its employees. It embraces methods of remuneration, welfare services, consultation, relations with unions, social security and all other matters in which the attitude of the employer can affect the lives and well-being of those employed. (ILO)

614. PERSONNEL PROGRAM

A plan or body of policies and procedures, either formal or informal, concerning the intelligent utilization of the personnel of a company. It is devised by management to aid in achieving the objectives of the enterprise. (SAM)

615. PERSONNEL RELATIONS (See HUMAN RELATIONS)

Those activities of an enterprise concerned with the problems of individual employees in order to provide for their well being and to maximize their individual development to accomplish the objectives of an organization. (SAM)

616. PERSONNEL RESEARCH

Investigation and analysis of the characteristics, requirements, and relations among functions, physical factors, and human factors in a particular situation to provide information for more intelligent utilization of manpower. (SAM)

617. PICKET LINE

A group of workers posted around a plant or its entrances by a union to encourage other workers to discontinue work and join a strike or to encourage other strikers to continue a strike. It is also used to inform the public that a labor dispute exists and the reasons for its occurrence. (SAM)

618. PIECEWORK

A method of payment where the rewards are based on a constant and specified price per unit or piece produced, regardless of time taken. (BSI)

619. PILOT PLANT

A small-scale plant set up after the development of a process or product in the laboratory to investigate problems likely to occur in operation on a commercial scale. (ILO)

620. PLAN

A basis or guide for future action, as a result of an orderly process of thinking, to achieve a predetermined objective specifying what must be done and why, who will be responsible, where and when the action will take place and how the action shall be accomplished. (SAM)

621. PLANNING *

The technique of foreseeing or picturing ahead, every step in a long series of separate operations, each such operation to be of maximum efficiency and of so indicating each step that routine arrangements suffice to cause it to happen in the right place and at the right time. (RS)

622. PLANNING

a. The mental process of considering and establishing related facts and assumptions in advance of performance to provide a guide for future action to realize predetermined objectives. (SAM)

b. The mental labour of production is reduced to a minimum by planning before the work has started, that is to say, what work shall be done; how the work shall be done; where the work shall be done and when the work shall be done. (RS)

623. PLANT AND MACHINE CONTROL

The procedures and means by which efficiency and utilization of units of plant and machinery are planned and checked. (BSI)

624. POINTS RATING METHOD

The method of numerically evaluating jobs by the detailed analysis of component job factors. Each factor is defined precisely and is given a range of points values, so that every job can be assessed numerically within the established range. (BSI)

625. POLICY

A statement of intent or directive, based on a principle, which serves to guide the thoughts and actions of those in an organization toward the achievement of desired objectives. (SAM)

626. POLICY ALLOWANCE

A policy allowance is any allowance given at the discretion of the management over and above allowances given due to features inherent in the work under consideration. (ILO)

627. POPULATION

The total quantity of a class, or the aggregate of similar objects. The term 'object' is used in its widest sense, and not simple as some physical entity. For example, statistical work is frequently concerned with some

numerical property of the members of a population, eg, the height of postmen, or the weight of parcels in a mail bag. In such cases 'population' refers to a set of figures representing the individual heights and weights, rather than the postmen or mail bags. (SM)

628. PORKCHOPPER

Individual paid by a union to act as a union organizer. (SAM)

629. PORTAL-TO-PORTAL PAY (COLLAR TO COLLAR)

Payment for time spent travelling between the entrance of the employer's premises and the work area at the beginning and end of a work shift. (SAM)

630. POSITION

a. A group of tasks, duties or work assignments performed by one person regardless of whether or not such work differs from the work assignments of other individuals. It is the place for a person in an organization which always has as many positions as employees at a given time. (SAM)

b. A position is a total of all the things that a man does in his work. (USAF)

631. PREDETERMINED MOTION TIME SYSTEM (PMTS)

A work measurement technique whereby times established for basic human motions (classified according to the nature of the motion and the conditions under which it is made) are used to build up the time for a job as a defined level of performance. (BSI)

632. PREDETERMINED MOTION TIME SYSTEM CHART (PMTS CHART)

A chart or form used in recording all the movements taking place in any operation by means of one of the predetermined motion time system codes. (BSI)

633. PREDETERMINED MOTION TIME SYSTEM CODES (PMTS CODES)

Codes which represent, through combinations of

figures and letters, basic human motions and qualifying conditions with corresponding time values. (BSI)

634. PREDETERMINED TIMES

The term used when referring to tables of basic or elemental times compiled as a result of research or past experience from which time can be determined in advance. (SM)

635. PREMIUM BONUS - Time Saving Bonus.

A method of payment where the rewards are based on the time saved over the time allowed for the task. Payment may or may not be directly proportional to results. (BSI)

636. PREMIUM PAY

A premium rate paid for work performed by an employee during his scheduled time of rest. (SAM)

637. PREPARATION TIME (See START-UP TIME)

638. PREVAILING WAGES

Rate of wages for particular classes of work paid in a given geographical area. (SAM)

639. PRIMARY

A civilian contract term, the Chief Treasury Officer (CTO) coding classification on a functional basis. (EME)

640. PRIMARY QUESTIONS (See QUESTIONING TECHNIQUE)

The first stage of the questioning technique which queries the fundamental need for the performance, place, sequence, person and means of every activity recorded, and seeks a reason for each reply. (BSI)

641. PRINCIPAL WORK (See OUTSIDE WORK)

642. PRINCIPLES OF MOTION ECONOMY (See CHARACTERISTICS OF EASY MOVEMENT)

643. PROBATIONARY EMPLOYEE

A new employee hired on a trial basis during a specified period who may be discharged or laid off without recourse to the union contract. Usually continuation of employment requires the meeting of certain standards during the probationary period. (SAM)

644. PROCEDURE

A set of statements, usually in sequential order, which describe the steps in which an operation is to be performed. (SAM)

645. PROCESS ALLOWANCE (See UNOCCUPIED TIME ALLOWANCE)

A process allowance is an allowance of time given to compensate for enforced idleness (which would otherwise cause loss of earning power) on the part of an operator due to the character of the process or operation on which he is employed. (ILO)

646. PROCESS ANALYSIS

Process analysis may be defined as the subdivision or resolution of a manufacturing process or office procedure into its constituent operations and attendant material movements, so that each operation and material handling may be studied and its necessity and effectiveness in furthering the process determined. (AB)

647. PROCESS CHART - COMBINED ANALYSIS

A chart showing the step-by-step procedure used, and the inter-relationship between any two or more persons, forms, or products, when the procedure involves movement from place to place. (SM)

648. PROCESS CHART - MAN ANALYSIS

A chart showing diagrammatically the separable steps taken by one person in the performance of a specified task, which involves movement from place to place. (SM)

649. PROCESS CHART - PRODUCT ANALYSIS

A chart showing diagrammatically the sequence of

separable steps through which a product passes from one stage of completion to another. (SM)

650. PROCESS CHARTS

Charts in which a sequence of events is portrayed diagrammatically by means of a set of process chart symbols to help a person to visualize a process as a means of examining and improving it. (BSI)

651. PROCESS LAYOUT

A process layout is one in which all machines or processes of the same type are grouped together. (ILO)

652. PROCESS PLANNING

The detailed planning of the process of manufacture necessary to convert raw material into finished products before commencing operation. (ILO)

653. PROCESS RESEARCH

Research into the nature and characteristics of a given manufacturing process. (ILO)

654. PROCESS TIME

a. The time required to complete a specified series of progressive actions or operations on one unit of production.

b. That portion of a work cycle during which the material or part is being machined or treated according to a specification or recipe designed to produce the desired reaction or result. The time required is controlled by the machine, specification or recipe and not by the workman. (ILO)

655. PRODUCT DEVELOPMENT

The stage, usually between design and large-scale production, during which units of the product are tested and studied with a view to improving performance and ease of manufacture. (ILO)

656. PRODUCTION CONTROL*

The control and co-ordination of the movement of materials, performance of machines and operations of labour as to quantity, time and place to ensure the fulfilment of a predetermined program. (ILO)

657. PRODUCTION CONTROL

a. Production control comprises organization, planning, checking on materials, methods, tooling and operation times, handling of routing, scheduling and dispatching, and co-ordination with inspection, so that the supply and movement of materials, operations of labour, utilization of machines, and related activities of factory departments - however subdivided - bring about the desired manufacturing results in terms of quantity, quality, time and place. (AB)

b. Procedures and means by which manufacturing program and plans are determined, information issued for their execution and data collected and recorded to control manufacture in accordance with the plans. (BSI)

658. PRODUCTION PLANNING

The planning of the program of work against a time scale. (ILO)

659. PRODUCTION STUDY

A detailed record, often in the form of a time study or work-sampling study, kept of an activity, operation, or group of activities or operations, for a period of time in order to obtain reliable data concerning working time, idle time, down-time, personal time, machine breakdowns, the amount produced, and so on. (ILO)

660. PRODUCTIVE WORK

Work which alters the physical or chemical nature of the product or advances the process as a necessary contribution to its completion. (BSI)

661. PRODUCTIVITY

Productivity is the ratio between output and input. (ILO)

662. PRODUCT LAYOUT

A product layout is one in which all machines or processes concerned in the manufacture of the same product or range of products are grouped together. (ILO)

663. PRODUCT RESEARCH

Research into the nature and characteristics of a product or potential product in relation to the functions it has to or may have to perform. (ILO)

664. PROFESSIONAL EMPLOYEES

Employees engaged in work predominantly intellectual in character and involving the consistent exercise of discretion and judgment in its performance. They are neither management nor labor and are not accountable for any work but their own. The performance of a professional employee is measured against the standards of his profession as well as on the basis of contributions made to the organization itself. (SAM)

665. PROFIT SHARING

A plan established by an employer providing employees a share of the company's profits in addition to their regular salaries or wages. (SAM)

666. PROFIT-SHARING SCHEME

A plan whereby workers receive a predetermined share of the profits of an undertaking in addition to wages. (BSI)

667. PROGRAM

A scheduled sequence of planned actions for which responsibilities are assigned to accomplish desired results. (SAM)

668. PROJECT

An undertaking that has definite and final objectives which provide values to be used in the satisfaction of a need or desire. (SAM)

669. PROMOTION

An internal change of position for an employee to a job which is superior in terms of better working conditions, greater responsibility, more prestige, better hours, and/or increased pay. (SAM)

670. PROOF STUDY (See CHECK STUDY)671. PUBLIC CONTRACTS ACT (See WALSH-HEALEY)672. PURCHASE REQUISITION (PR)

The form used by the Department of National Defence (DND) to request the district office of the Department of Defence Production (DDP) to take purchasing action. (EME)

673. QUALIFIED OPERATOR (Representative Worker)

A person who has the mental and physical characteristics, the job knowledge and the experience required for the work he is to perform and who should be able to meet or exceed the performance level expected on that work without undue mental or physical fatigue. (ILO)

674. QUALIFIED WORKER

One who is accepted as having the necessary physical attributes, who possesses the required intelligence and education, and has acquired the necessary skill and knowledge to carry out the work in hand to satisfactory standards of safety, quantity and quality. (BSI)

675. QUALITY CONTROL

The term used for the control of the quality of a product and its components at all stages from the raw material to completion. Statistical quality control means the application of statistical techniques to ensure adequate control of quality. (ILO)

676. QUESTIONING TECHNIQUE (See PRIMARY QUESTIONS AND SECONDARY QUESTIONS)

The means by which the critical examination is conducted, each activity being subjected in turn to a

systematic and progressive series of questions. (BSI)

677. QUIT (RESIGNATION)(See TERMINATION)

a. Permanent termination of employment, voluntarily initiated by the employee.

b. Voluntary failure to comply with requirements established by the company for continued employment. (SAM)

678. RANDOM OBSERVATION STUDIES - Work Sampling.
(See ACTIVITY SAMPLING)

This term is used to cover the application of sampling techniques to the analysis of activities which would otherwise take an excessive amount of time. (SM)

679. RANDOM SAMPLE

The adjective 'random' is descriptive of the manner in which the sample is selected. It implies that the method of selection gives each individual an equal chance of being selected. It follows that all possible samples of equal size to the one selected have an equal chance of being selected. (SM)

680. RANK

The level of authority and responsibility held by an individual in the military hierarchy. (AHQ)

681. RATE (verb)

To assess the worker's rate of working relative to the observer's concept of the rate corresponding to standard rating. The observer may take into account, separately or in combination, one or more factors necessary to the carrying out of the job, such as: Speed of movement effort, dexterity, consistency. (BSI)

682. RATED ACTIVITY SAMPLING - Snap-study method.

An extension of Activity Sampling in which a rating is applied to each work element so that the work content may be established in addition to the proportion of time occupied by other activities or delays. (BSI)

683. RATE RANGE

A series of wage rates showing minimum and maximum compensations available to employees within a given job classification. Different employees may be paid different rates for the same job, depending on the employee's proficiency, length of service, and other personal considerations. (SAM)

684. RATING (Also known as Performance Rating)

Rating is the mental comparison by a work-study man of the performance of an operator under observation with his own idea of a standard performance for a given method. (ILO)

685. RATING SCALE*

The series of numerical indices given to various rates of working. The scale is linear. The three most commonly used scales start at zero and take 80, 100, 133 respectively as the numerical value of Standard Rating. (BSI)

686. RATING SCALE

A graphical means whereby employee qualities such as ambition, initiative, personality, performance and potential may be evaluated against some predetermined standard. (SAM)

687. RCEME INSPECTION (See INSPECTION (k))688. REAL WAGE

The purchasing power of money earnings in terms of goods and services which represents the actual exchange value of wage rates or of earnings. (SAM)

689. REASSIGNMENT (See TRANSFER)690. REBUILD

Restoring an assembly to the manufacturer's or DND specification standards by stripping to determine the condition of components, by reconditioning the components that can be restored to serviceability, and by reassembling using new or reconditioned components. (DEME)

691. RECALL

Return of laid-off employees to the payroll and active work, usually on the basis of seniority. (SAM)

692. RECLAMATION

A controlled process of stripping equipments, casualties, assemblies, and components to obtain serviceable or repairable assemblies, components, or spare parts for return to RCOC stock. (DEME)

692A. RECONDITION

The work done on a part, component, or assembly to extend its life or restore it to normal performance. (DEME)

693. RECOVERY

The process of extricating an equipment casualty from the place where it has become disabled or defective, and moving it to the first place where repairs can be effected, or from which it can be backloaded. In its broader sense the term not only covers this process, but also backloading and evacuation. (DEME)

694. RECOVERY CONTROL

The arrangements set up to execute a recovery plan, to provide continuous control of recovery resources, and to collect and pass back recovery information. (DEME)

695. RECOVERY POST

A small recovery detachment mounted at a specific point for duty at a defile, in a certain area, or between certain limits on a route. (DEME)

696. RECRUITMENT

Exploiting the sources of supply for applicants and providing potential employees. (SAM)

697. REFERENCE PERIOD

A period selected as being representative of conditions before implementing changes and used as a datum against which to compare subsequent results. (BSI)

698. REFRESHER TRAINING

Training for workers who need to reacquire

information, habits, or skills in which they have been previously trained. (USAF)

699. REHIRE

An individual who has worked for an employer and has terminated that employment, with a resulting break in service, and who is re-employed. (SAM)

700. REINSTATEMENT

Restoration of an improperly discharged employee to his former job and to the rights formerly held by him. (SAM)

701. REJECT ALLOWANCE

An allowance which may be included in a standard time where the production of a proportion of defective product is inherent in the process. (BSI)

702. REJECT FREQUENCY - BREAKAGE FREQUENCY

The frequency with which the good production of a machine (or process) is interrupted because of inconsistencies in the process of the material. (BSI)

703. RELAXATION ALLOWANCE - RA (See COMPENSATING REST ALLOWANCE)

An addition to the basic time intended to provide the worker with the opportunity to recover from the physiological and psychological effects of carrying out specified work under specified conditions and to allow attention to personal needs. The amount of the allowance will depend on the nature of the job. (BSI)

704. REPAIR

Repair means restoring equipment to a serviceable condition by:

- a. replacing parts, components, and assemblies;
- b. reconditioning parts, components, and assemblies;
- c. rebuilding assemblies. (DEME)

705. REPAIR CLASSIFICATION

Repairs are classified according to the amount or type of work they involve, into three groups:

a. Unit Repairs. Are minor repairs, replacements, and adjustments that can be carried out in unit areas by unit tradesmen or in the LAD servicing the unit.

b. Field Repairs. Are those beyond the capacity of units and LADs and mainly comprise the replacement of defective assemblies. In addition certain repairs to assemblies and other items are classified as field repairs.

c. Base Repairs. Are those beyond the capacity of field workshops; they include the complete overhauls of components, assemblies and equipments. (DEME)

706. REPETITIVE ELEMENT - Cyclic element.

Repetitive elements are those elements which recur in every cycle of a given activity or task. (BSI)

706A. REPLACE

Exchanging parts, components, and assemblies. (DEME)

707. REPRESENTATIVE (OR AVERAGE) WORKER

A worker who is one with the intelligence and physique necessary to undertake that work, adequately trained and with sufficient experience to perform it to satisfactory standards of quality, whose skill and performance are average to the group under consideration. (ILO)

708. REQUEST FOR ALLOTMENT AMENDMENT

The form used by Army spending units to request an increase or decrease in allotment of funds. (EME)

709. RESIGNATION (See QUIT)

710. RESPONSIBILITY*

The obligation of an employee to perform an assigned task to the best of his ability, and in accordance with the directions of the superior to whom he is accountable. (SAM)

711. RESPONSIBILITY

a. In an organizational sense, responsibility is the accountability for the performance of assigned duties. (AB)

b. The accountable onus to meet an obligation or obligations within the limits of the authority delegated. (AHQ)

c. Responsibility is the obligation a person takes on to do the work allocated to him. (GML)

712. REST ALLOWANCE (See FATIGUE ALLOWANCE)

The rest allowance is an addition to the normal time (usually calculated as a percentage) intended to provide the worker with an opportunity to recover from physiological and psychological effects of expending energy in the performance of specified work under specified conditions and to allow attention to personal needs. (ILO)

713. RESTRICTED WORK

Work is which the output of the worker is limited by factors outside the control of the worker. (BSI)

714. RETIREMENT

Permanent withdrawal of an employee from gainful work as a result of old age, disability, or illness usually on a pension or retirement allowance. It may be a forced or a voluntary severance of employment because of certain conditions or years of service. (SAM)

715. RETRAINING PROGRAM

A training program in which experienced employees are given additional training as a result of work rotation, technological changes, new and more difficult assignments, change in the nature of jobs, and reassignment of displaced, old or handicapped workers. (SAM)

716. RHYTHMICAL MOVEMENTS (See CHARACTERISTICS OF EASY MOVEMENT)

A sequence of movements which induces a natural rhythm when repeated. (BSI)

717. RIGHT-AND-LEFT-HAND CHART (See TWO HANDED PROCESS CHART)

A form of operator process chart on which the motions made by one hand in relation to those made by the other hand are recorded, using standard process-chart symbols or basic therblig abbreviations or symbols. (ILO)

718. RIGHT-TO-WORK-LAWS

Legislation passed by certain states which declares

that union membership must not be required as a condition either for securing or retaining employment. (SAM)

719. ROAD PATROL

A patrol (or team) of RCEME tradesmen, in a vehicle, equipped with hand tools and a small quantity of spare parts, used to effect running repairs to vehicles stalled on an army route. The team is detailed to work over a fixed section of the route. Depending upon the circumstances, a recovery vehicle and crew may be assigned to the patrol to effect route clearance. (DEME)

720. ROUTING

a. As frequently employed, the term 'routing' is very indefinite. It is often used to include every step from the first contemplation of a product with a view to manufacture, through machine analysis, analysis into parts, and operation study down to the preparation of orders and documents of which the release sets production going. It is also applied to the flow of material and of work in process. Conveyor assembly systems as developed in automobile and other plants are sometimes cited as examples of good 'routing'. Evidently such a use of the term has little in common with definite steps for getting actual orders into work. It is better to confine the term to the actual preparation of route sheets, leaving other steps to appear under more definite headings. (AB)

b. The activity of specifying the sequence of operation. (RS)

721. RUN-OFF ELECTION

A second election conducted by the National Labor Relations Board for employees when the first election has failed to give a majority to one union as the employees' choice of a bargaining representative. The two unions receiving the largest number of votes in the first election are the only two contestants in the second balloting. (SAM)

722. SAFETY

The prevention and reduction of the causes of accidents. (SAM)

723. SAFETY EDUCATION

The process of presenting information and reminders to employees to enable them to gain understanding and desired attitudes concerning a respectful appreciation for the dangers, hazards, or unsafe practices in the work environment with the means to avoid or prevent them. (SAM)

724. SAFETY ENGINEERING

That phase of engineering which deals with the prevention of industrial accidents and is primarily concerned with redesigning machinery, to eliminate accident producing hazards, to invent safety devices, and to design production and maintenance conditions for maximum safety conditions. (SAM)

725. SALARY

Compensation calculated over a period of time other than actual hours worked and given regularly to employees for their services. (SAM)

726. SAMPLE

A number of individuals from a population. (SM)

727. SAVING PLAN

Opportunities provided by employers to promote thrift and saving among workers through stock purchase, profit sharing, saving bonds, investments, credit unions and other such plans. (SAM)

728. SCAB

a. A label given to an employee who continues to work in a company during a strike or who accepts employment at a company in which a strike is going on.

b. Members of a non-striking union or independent workers who pass through a striking union's picket line.

c. A workman who works for wages lower than, or under conditions contrary to those, prescribed by the trade-union. (SAM)

729. SCALE (See UNION WAGE)730. SCHEDULING

The fitting in of specific jobs into a general timetable, so that orders may be manufactured in accordance with contracted liability, or in mass production, so that each component may arrive at and enter into assembly in due order and on time. (AB)

731. SCRIP

Tokens or certificates, usually redeemable only at the company store, having money value and issued by an employer to employees in lieu of money. (SAM)

732. SEASONAL UNEMPLOYMENT

Unemployment caused by seasonal or climatic conditions or by customs which make full time employment impossible in some industries. (SAM)

733. SECONDARY QUESTIONS (See QUESTIONING TECHNIQUE)

The second stage of the questioning technique whereby the answers to the primary questions are subjected to further query to determine whether possible alternatives of place, sequence, persons and/or means are practicable and preferable as a means of improvement over the existing method. (BSI)

734. SECONDARY STRIKE

A work stoppage enforced by organized labor against an employer who sells to or purchases from another business being struck. (SAM)

735. SELECTED TIME

The time chosen as being representative of a group of times for an element or combination of elements. These times may be either observed or basic and should be denoted as selected observed or selected basic times. (BSI)

736. SELECTION

The choice of the best qualified personnel for employment from those recruited. (SAM)

737. SEMI-SKILLED LABOR

Employees whose work requires some manipulative ability but is limited to a fairly definite work routine. They are expected to exercise only limited independent judgment, and training is usually short with no formal apprenticeship. (SAM)

738. SENIORITY

A system which gives preference in security and rewards to employees in proportion to their recognized length of service. (SAM)

739. SENIORITY RIGHTS

Employment rights, privileges, and status gained by employees in relation to others on the basis of length of service. (SAM)

740. SEPARATIONS

Termination of temporary or permanent employment initiated by the employee or employer. (SAM)

741. SERVICE, LENGTH OF

Total amount of time an individual has worked for an employer as measured by the employer's standards, union contracts, or customs and traditions and used as a basis for computing seniority. (SAM)

742. SERVICING

Cleaning, adjusting and lubrication carried out at regular intervals or under a recognized system by a unit having equipments on its charge to ensure that these equipments are constantly in serviceable condition. (DEME)

743. SET-UP TIME - Make-ready time

The time required for preparing a machine (or process) for production. (BSI)

744. SEVERANCE PAY

That amount paid to an employee to compensate for the permanent and unavoidable loss of his job; it is not ordinarily given to employees who resign or are discharged for cause. (SAM)

745. SEVERITY RATE OF ACCIDENTS

The total of time charges for occupational injuries per million man-hours of exposure. Time charges include actual calendar days of disability resulting from temporary total injuries and scheduled charges for death and permanent disabilities. (SAM)

746. SHIFT

A portion of the twenty-four hour day constituting a regularly scheduled period of working hours for a worker or a plant, and having a pre-determined beginning and ending each day. (SAM)

747. SHIFT DIFFERENTIAL (SHIFT PREMIUM)

Compensation premium paid to employees who work irregular or undesirable shifts. (SAM)

748. SHIFT PREMIUM (See SHIFT DIFFERENTIAL)749. SHOP STEWARD

An elected representative of a union or of the workers of an establishment. (SAM)

750. SHUT-DOWN

The stoppage of activity in an establishment pending settlement of a labor dispute, installation of new equipment, repairs, lack of material, financial troubles, etc. (SAM)

751. SHUT-DOWN TIME

The time taken by any work and any enforced waiting time which necessarily occurs at the end of a shift or work period after production has ceased. (BSI)

752. SICK LEAVE

Time off granted an employee for illness or other incapacities, usually with compensation during a period of absence as limited or specified by policy or agreement. (SAM)

753. SIMO CHART (See OPERATOR PROCESS CHART)

The simo chart is used to record against a time scale the therbligs performed by an operator or operators at work. It shows each therblig by colour, sequence and duration, together with the parts of the body or machine affected by them. (ILO)

754. SIMULTANEOUS MOTION CYCLE CHART -
(Abbreviated SIMO CHART) (See SIMO CHART)755. SIMULTANEOUS MOVEMENTS (See CHARACTERISTICS OF EASY MOVEMENT)

Movements in which different limbs are working at the same time. (BSI)

756. SIT-DOWN STRIKE

Work stoppage in which workers remain idle at their work stations, as distinguished from other strikes in which workers walk off the job. (SAM)

757. SKILL*

The ability, innate or acquired, which enables a worker to perform a job expertly. (BSI)

758. SKILL

A quality which involves the ability of mind and body in the performance of more or less complicated operations or to utilize one's knowledge, technical abilities, etc, effectively. (SAM)

759. SKILLED LABOR

Employees who have mastered one of the traditional crafts usually through an apprenticeship, and who possess a thorough comprehensive knowledge of the job, have the

ability to exercise considerable independent judgment and the capabilities of assuming responsibility. (SAM)

760. SLOWDOWN STRIKE

An organized movement on the part of employees to reduce efficiency and output in order to force concessions from the employer. (SAM)

761. SNAPBACK METHOD (See FLYBACK TIMING AND TIMING)

The procedure of timing, used in making time studies, whereby the stopwatch is read and the watch hand returned to zero at the termination of each element or work cycle. (ILO)

762. SOCIAL SECURITY ACT OF 1935 (REVISED IN 1950 AND 1955)

This act provided a system of federal old-age benefits and assistance to the states in administering certain welfare programs. This law provides benefits in three ways: (1) Social insurance which includes old-age, and survivors insurance and unemployment insurance. (2) Public aid to the needy, (3) and health and welfare services. (SAM)

763. SPAN OF CONTROL*

A concept referring to the range of supervision or the number of subordinates which an executive can direct and control with maximum efficiency. (SAM)

764. SPAN OF CONTROL

By the term 'span of control' is meant the number of subordinates who can be successfully directed by a supervisor or superior. (AB)

765. SPECIAL ALLOWANCES

Special allowances fall into three broad classes:

a. Periodic Activity Allowances. These are the allowances made for work carried out periodically in the course of manufacturing a given batch of work or of carrying out a given activity over a specified period of time, eg,

regrounding tools, cleaning machines or plant, resetting machines, periodic inspections or check.

b. Interference Allowances. These are allowances given to an operator working several machines, each of which is liable to either cyclic or random stoppages, in order that his bonus earnings may not be penalized.

c. Contingency Allowances. Under certain conditions it may be necessary to make a small allowance to cover irregular occurrences which are known to happen but whose incidence it may not be possible or economic to study. (ILO)

766. SPECIALIZATION

The devoting of particular productive resources exclusively to the manufacture of a narrow range of products. (ILO)

767. SPEED OF MOVEMENT

The pace or tempo of the worker's motor actions. (BSI)

768. SPEED-UP (STRETCHOUT)

A process of more rapid production with or without increased exertion and with or without increased compensation to the contributing employees. (SAM)

769. STAFF ORGANIZATION (See COMMITTEE AND LINE ORGANIZATION)

In the same way that the Services have been forced to rely on technical experts and resort to the use of staffs for providing facilities and technical information, so has industry been forced to turn to this plan of facilitation and expert direction. In the line and staff organization, the line serves to maintain discipline and stability; the staff serves to bring in expert information. The staff function is strictly advisory and carries no power or authority to put its knowledge into operation. (AB)

770. STANDARD AGREEMENT

A master collective bargaining agreement prepared

by a national or international union for use by their locals in order to promote standardization of some of the conditions of employment. (SAM)

771. STANDARD ALLOWANCE

The established or accepted amount by which the normal time for an operation is increased within an area, plant, or industry to compensate for the usual amount of fatigue and/or personal and/or unavoidable delays. (ILO)

772. STANDARD COSTING

A system of costing in which standard costs are estimated in advance, the actual costs incurred compared with the standards and any variance analysed for causes. (ILO)

773. STANDARD DEVIATION

The Standard Deviation of a set of values is a measure of the extent to which they are dispersed about their Arithmetic Mean. (SM)

774. STANDARDIZATION

The development and application of a standard for a particular product, or type of component or range of products or components or for a given procedure. (ILO)

775. STANDARDIZED TIME (See BASIC TIME)

776. STANDARDIZING (See EXTENSION)

777. STANDARD MINUTE

The standard minute is the unit of measurement of output of work. It represents the output of work in one minute of the allowed time for any given operation. (ILO)

778. STANDARD PERFORMANCE *

The performance which must be achieved by a workman to accomplish his work in the standard time allowed. (ILO)

779. STANDARD PERFORMANCE

The rate of output which qualified workers will naturally achieve without over-exertion as an average over the working day or shift provided they know and adhere to the specified method and provided they are motivated to apply themselves to their work. (It is recommended that this be denoted by 100 on the BS Scale, corresponding to the production of 1 Standard Hour of work per hour or 60 Standard Minutes per 60 minutes). (BSI)

780. STANDARD PRACTICE

The established or accepted procedure used within an area, plant, or industry to carry out a specified task or assignment. (ILO)

781. STANDARD RATING

The rating corresponding to the average rate at which qualified workers will naturally work at a job, provided they know and adhere to the specified method and provided they are motivated to apply themselves to their work. If the standard rating is maintained and the appropriate relaxation is taken, a worker will achieve standard performance over the working day or shift. (BSI)

782. STANDARD TIME* (See ALLOWED TIME)

a. The time which is determined to be necessary for a qualified workman, working at a pace which is ordinarily used under capable supervision and experience normal fatigue and delays, to do a defined amount of work of specified quality when following the prescribed method.

b. The normal or levelled time plus allowances for fatigue and delays. (ILO)

783. STANDARD TIME

a. The time that would be required by a trained and experienced person to complete a specified activity, when working at a normal performance, and taking the due time allowed for overcoming fatigue, and for personal needs. (SM)

b. The total time in which a job should be completed at standard performance, ie, work content, contingency

allowance for delay, unoccupied time and interference allowance, where applicable. (BSI)

784. STANDARD TIME SYSTEM

A method of payment where rewards are based on the rate of payment per unit of work produced, expressed in terms of time. (BSI)

785. START-UP TIME - Preparation Time

Time taken by any work and any enforced waiting time which necessarily occurs at the start of a shift or work period before production can begin. (BSI)

786. STATEMENT OF DUTIES

A statement of duties is a document defining the duties, with limitations, to the person named in the document. (RS)

787. STEEP RATINGS (See RATING)

A set of ratings in which the observer has over-estimated the variations in the worker's rate of working. (BSI)

788. STRAIGHT TIME PAY

Wage payments based on the amount of time spent on the job, without regard to output. (SAM)

789. STRETCH OUT (See SPEED-UP)

790. STRIKE

An organized refusal by employees to continue work. The purpose of a strike is to exert pressure upon an employer to submit to employee demands. (SAM)

791. STRIKE BREAKERS

Replacements for men who have gone out on strike, sometimes legitimate workers and sometimes 'professional' strike breakers hired so that operations may continue during a strike. (SAM)

792. STRIKE FUND

A reserve of cash maintained by the union and contributed usually by union members to aid striking workers and to pay for publicity and other expenses of the strike. (SAM)

793. STRIKE VOTE

A vote by union members to determine whether they should go on strike, or a vote to determine whether they should authorize their representatives to call a strike. (SAM)

794. STRING DIAGRAM

A scale plan or model on which a thread is used to trace and measure the path of workers, materials or equipment during a specified sequence of events. (BSI)

795. SUB-ALLOTMENT

A civilian contract term, the Chief Treasury Officer (CTO) coding classification on a basis of location. (EME)

796. SUBTRACTED TIME*

On a time study conducted using the continuous timing method, the elapsed time obtained for an element of an operation by subtracting the watch reading recorded at the beginning of an element from the watch reading recorded at the end of that element during the same cycle. (ILO)

797. SUBTRACTED TIME

The time taken to perform an element or combination of elements obtained by subtracted the time recorded at one break point from that recorded at a subsequent break point, using the cumulative or differential timing method. (BSI)

798. SUGGESTION SYSTEM

A system for stimulating and utilizing employee interest and talents by offering financial or merit rewards for practical and worthwhile suggestions leading to improved products or greater production efficiency. (SAM)

799. SUPERANNUATED WAGES

Wages based upon a rate of pay which is less than the prevailing wage rate levels, paid to workers who are aged and unable to perform regular duties. (SAM)

800. SUPERVISION*

a. The function of directing the work of others to insure performance in accordance with plans and instructions.

b. A collective term for those engaged in this function. (SAM)

801. SUPERVISION

The controlling, guiding and direction, with authority and responsibility, of a process of work or workers. (AHQ)

802. SUPERVISOR*

An officer, warrant officer, NCO, man or civilian who is responsible for the work assignment and work results of one or more assigned workers, military or civilian. A part-time supervisor is a 'working supervisor'; only a part of his time is spent in supervisory duties. A full-time supervisor has as his primary assignment the continuous direction of others. (USAF)

803. SUPERVISOR (See FOREMAN)

a. A member who assists his manager by assigning appropriate work to those members of his manager's immediate command allocated to him, and seeing that this work gets done. (GML)

b. An individual within the management group who is responsible for the work assignments and work results of operative employees. (SAM)

804. SUPERVISORY TRAINING

Training designed to equip a person to better perform his duties in planning, managing, and directing the work of others, and to improve the performance of his

assigned workers. (USAF)

805. SUPPLEMENTAL UNEMPLOYMENT BENEFITS
(SUB)

Limited compensation provided by an employer to eligible employees whenever they are laid off for causes beyond their control, other than 'acts of God' and labor disputes, over and above that provided by the regular unemployment coverage. (SAM)

806. SUPPLEMENTARY ALLOWANCES

Payments over and above the total job rate for conditions which are not an integral part of the job (eg, shift allowances), or in compensation for abnormal working. (BSI)

807. SUPPLEMENTARY TRAINING

Any training given an employee over and above basic training. (SAM)

808. SUSPENSION

A form of disciplinary action initiated by the employer entailing temporary absence from duty without pay for an employee. (SAM)

809. SWEETHEART CONTRACT

a. An agreement containing a harmony clause expressing both parties intention to maintain harmonious relations.

b. Contract concluded after a union official has been bribed to consent to type of agreement wanted by employer. (SAM)

810. SWING SHIFT

a. A work shift beginning in the afternoon and ending at night, used by companies on a continuous operating basis, ie, the work shift between the day and night shifts.

b. A shift or crew which works the 7th day for all 3 shifts where the operation is continuous and at least one day off per week is planned. (SAM)

811. SYMMETRICAL MOVEMENTS (See CHARACTERISTICS OF EASY MOVEMENT)

Movements which are so arranged that they can be performed on the right and left sides of the body about an imaginary line through the centre of the body. (BSI)

812. SYMPATHY STRIKE

A strike by employees not directly involved in a labor dispute called for the purpose of influencing the outcome of a labor dispute in another enterprise or industry in support of workers. (SAM)

813. SYNCHRONIZATION ALLOWANCE (See INTERFERENCE ALLOWANCE)

814. SYNCHRONIZATION TIME (See INTERFERENCE ALLOWANCE)

815. SYNTHESIS

A work measurement technique for building up the time for a job at a defined level of performance by totalling element times obtained previously from time studies on other jobs containing the elements concerned, or from synthetic data. (BSI)

816. SYNTHETIC DATA - Standard data.

Tables and formulae derived from the analysis of accumulated work measurement data, arranged in a form suitable for building up standard times, machine process times, etc, by synthesis. (BSI)

817. SYNTHETIC TIME

Synthetic time (or synthesized time standards) are time standards built up (synthesized) from element times previously obtained from direct time studies. (ILO)

818. TAFT-HARTLEY ACT - 1947 (See LABOR - MANAGEMENT RELATION ACT)

819. TASK*

A task is a piece of work which forms part of a job

and which is not normally further sub-divided. (SM)

820. TASK

A task is the doing part of the work assigned to an individual, usually complete in itself in that it produces an identifiable result. For example, answers telephone, types teletypes. (USAF)

821. TEAM WORK - Group work

Work done by a number of workers in close association, each worker contributing towards a completed unit of production. Individual work opportunities depend on work balancing and the collective output of the team. (BSI)

822. TECHNICIAN

A person skilled in the technique of a particular art or in techniques generally. (COD)

823. TECHNOLOGICAL UNEMPLOYMENT

The displacement of workers caused by social and/or technological developments which decrease demand for a product or service or eliminate the need for as many employees as had been utilized previously for such product or service. (SAM)

824. TERMINATION (See QUIT)

The severing of the employee's relationship with his employer whether it occurs at the employer's or the employee's initiative. It may occur due to resignation, discharge or retirement. (SAM)

825. TEST (PERSONNEL)

A device which consists of information to be supplied or questions to be answered or activities to be observed on the performance of assigned exercises or tasks. It attempts to measure abilities, interests, aptitudes, etc, for selection, placement and training purposes. (SAM)

826. THERBLIG

The name given by Frank B. Gilbreth to each of the

specific divisions of movement, according to the purpose for which it is made. These therbligs cover movements of reasons for the absence of movement. Each therblig has a specific colour, symbol and letter for recording purposes. (BSI)

827. THRIFT PLANS

Programs sponsored by employers to assist employees in financial matters, to inform them on the financial aspects of living and to promote correct habits of saving. (SAM)

828. TIGHT RATING (See RATING)

An inaccurate rating which is too low. (BSI)

829. TIGHT STANDARD (colloq)

A time standard that provides a qualified workman with insufficient time to do a defined amount of work of specified quality when following the prescribed method, working at normal pace, and experiencing normal fatigue and delays. (ILO)

830. TIME-OFF PLANS

a. A plan for paying a constant wage to employees for fluctuating work weeks by allowing time off to compensate for overtime work.

b. Leave-of-absence time off allowed from a job with the permission of company officials without loss of seniority and with the right of reinstatement. (SAM)

831. TIME SAVING BONUS (See PREMIUM BONUS)

832. TIME STUDY*

Time study is a technique for determining as accurately as possible from a limited number of observations the time necessary to carry out a given activity at a defined standard of performance. (ILO)

833. TIME STUDY

a. A work measurement technique for recording the times and rates of working for the elements of a specified

job carried out under specified conditions, and for analysing the data so as to obtain the time necessary for carrying out the job at a defined level of performance. (BSI)

b. A searching scientific analysis of the methods and equipment used or planned in doing a piece of work, development in practical detail of the best manner of doing it, and determination of the time required. (AB)

834. TIMEWORK RATE

The rate of payment based on attendance time comprising the basic wage rate with additions, such as cost of living bonus and usually expressed as a rate per hour, a rate per day or a rate per week. (BSI)

835. TIMING (See CUMULATIVE TIMING)

The practice of observing and recording by the use of a watch or other device, the time taken to complete each element. (BSI)

836. TOOL

Any small appliance used in doing work on materials, parts, or products. (AB)

837. TOOL ALLOWANCE - Adjustment time

An allowance of time, which may be included in a standard time, to cover adjustment and maintenance of tools. (BSI)

838. TOTAL JOB RATE

The total rate of payment including job evaluated rate where applicable, but excluding supplementary allowances and overtime premium. (BSI)

839. TRADE*

A Service Job embracing a particular sphere of duties and tasks requiring knowledge and skills as prescribed by current trade specifications. (AHQ)

840. TRADE

An occupation or craft requiring certain experience or training, a high degree of manipulative skill in all areas recognized as being components of the craft, together with a broad knowledge of technical information related to the specific craft. (SAM)

841. TRADE GROUP

A specific level in a trade denoting the degree of proficiency attained by a tradesman in accordance with prescribed requirements as determined by job evaluation and job analysis. (AHQ)

842. TRADESMAN

A trained soldier who has qualified for employment in Army duties, generally in the administrative or technical fields, which require particular skills and knowledge. (CAMTS)

843. TRADE SPECIFICATION (ARMY)

A document which describes the duties of the trade, the minimum skill and knowledge required to perform those duties satisfactorily, and the method of qualification. (CAMTS)

844. TRAINEE

An employee who undergoes a regular prescribed process or method of instruction in order to develop attitudes and acquire a certain level of skill and knowledge for a given job assignment. (SAM)

845. TRAINING

The continuous, systematic instructional process required for employees to acquire the knowledge, skills and attitudes necessary for satisfactory job performance in the achievement of company objectives. (SAM)

846. TRAINING PROGRAM

A plan of action to develop the skills, attitudes, and knowledge of present employees, making them qualified

for and satisfied with their present work and capable of moving into more important jobs or positions. (SAM)

847. TRANSFER (REASSIGNMENT)

The movement of an employee from one job to another with the new assignment having approximately the same pay, privileges or status as the old. (SAM)

848. TRANSPORT (See TRANSPORTATION)

849. TRANSPORTATION (Transport)

Moving an object from one place to another, except when such movements are a part of the operation or are caused by the workman at the workplace during an operation or an inspection. (ILO)

850. TRAVEL CHART

A tabular record for presenting quantitative data about the movements of workers, materials or equipment between any number of places over any given period of time. (BSI)

851. TRIAL PERIOD

a. A period of probation during which an employee works to qualify for permanent status.

b. Any given period of time that a new time standard must be worked by incentive employees, before any complaint as to its fairness will be accepted. (SAM)

852. TURNOVER (LABOR OR PERSONNEL)

The total number of separations or replacements in a given period of time as compared with the average number on the payroll during this period. Various formulae are used for computing the turnover ratio or rate. (SAM)

853. TWO HANDED PROCESS CHART

A process chart in which the activities of a worker's hands (or limbs) are recorded in relationship to one another. (BSI)

854. UMPIRE

An impartial person retained jointly for a contractual period of time by union and employer for the purpose of rendering decisions which are considered final in disputes over interpretations of provisions of an existing collective bargaining contract between the parties. (SAM)

855. UNACCOUNTED TIME

The difference between the elapsed time and the sum of the separate times, including check times, recorded during a time study. (BSI)

856. UNCONTROLLED WORK

Work for which no control standards have been determined. (BSI)

857. UNFAIR LABOR PRACTICES

Employer or union activities classified or defined as unfair by Federal or State labor relations acts. (SAM)

858. UNION (LABOR UNION)

An organization of workers in a craft, trade, industry, or company attempting to safeguard and advance the interests of all affiliated employees in economic or social areas primarily through collective bargaining with employers. (SAM)

859. UNIONISM

The principle, or the system of combination among workmen to form a group to bargain more advantageously with their employer. (SAM)

860. UNION SECURITY CLAUSE (See MAINTENANCE OF MEMBERSHIP)

A contractual principle incorporated in some collective bargaining agreements under which all employees who are or who become members of the union on or after a specified date must remain members of good standing, with paid up dues, for the full term of the agreement. (SAM)

861. UNION SHOP

A form of union security agreement which permits the employer complete freedom of hiring, but provides that all new employees must become union members within a specified period and all employees must maintain union membership as a condition of employment. (SAM)

862. UNION WAGE (SCALE)

A standard rate established by union members in a trade or craft for specified services. This standard rate becomes the basis for a 'union scale' applicable to all firms in an industry or geographic area. (SAM)

863. UNIT OF WORK

A unit of work consists partly of work and partly of relaxation, the proportion of relaxation to work varying with the nature of the job. In current practice the unit has a value such that 100, 80, 60 or 1 are produced in one hour when the unrestricted work is carried out at standard performance, ie, at 100 British Standard scale. (It is recommended that the basis with 1 or 60 units per hour be adopted in future and that these units be termed Standard Hours (SHs) or Standard Minutes (SMs) respectively). (BSI)

864. UNOCCUPIED CYCLE TIME (See UNOCCUPIED TIME)865. UNOCCUPIED TIME - Unoccupied cycle time.

The period during machine- or process- controlled time, when a worker is neither engaged on inside work nor in taking authorized rest, the time for carrying out the work being calculated at a defined performance (usually standard performance). (BSI)

866. UNOCCUPIED TIME ALLOWANCE - Process allowance.

An allowance made to a worker when there is unoccupied time during machine- or process- controlled time. (BSI)

867. UNRESTRICTED WORK - Free work.

Work in which the output of the worker is limited

only by factors within the control of the worker. (BSI)

868. UNSAFE ACT

A departure from an accepted, normal, or correct procedure or practice; an unnecessary exposure to a hazard; or conduct minimizing the degree of safety normally present.

a. Not every unsafe act produces an accident.

b. Accidents are invariably preceded by an unsafe act and/or unsafe condition, or a combination of several unsafe acts and/or unsafe conditions. (NYU)

869. UNSAFE CONDITION

Any physical condition that, if left uncorrected, may lead to an accident. (NYU)

870. UNSKILLED LABOR

Workers who have no identifiable skill or craft, performing simple manual operations which are readily learned in a short time and require little or no independent judgment. (SAM)

871. UPGRADING

Advancement of an employee to a higher level job requiring more exacting skills and performance, usually with greater responsibilities and increased pay. (SAM)

872. VACATION

Authorized absence from work granted employees either with or without pay. (SAM)

873. VACATION PAY

Compensation given employees for their vacation periods during which they perform no work for the company. (SAM)

874. VARIABLE ALLOWANCES

Variable allowances are given for factors which

vary from job to job. The following list embraces most of the factors likely to be taken into account.

Standing	Close attention
Abnormal position	Noise level
Use of force or muscular energy	Mental strain
Bad light	Monotony
Atmospheric conditions	Tediousness (ILO)

875. VARIABLE ELEMENT*

An element for which the levelled or normal time, under the same methods and working conditions, will change because of the varying characteristics of the parts being worked upon (size, weight, shape, density, hardness, viscosity, tolerance requirements, finish, etc). (ILO)

876. VARIABLE ELEMENT

An element for which the basic time varies in relation to some characteristics of the produce, equipment or process, eg, dimensions, weight, quality, etc. (BSI)

877. VERTICAL UNION (See INDUSTRIAL UNION)

A labor organization with jurisdiction over all occupations within an industry regardless of the level of skills or work performed. (SAM)

878. VESTED RIGHTS

Present fixed financial rights irrevocably accruing to an employee in a particular benefit, such as pension plans, upon satisfying certain conditions regardless of any later employment status. (SAM)

879. VESTIBULE TRAINING

A method particularly effective for training a large number of workers, usually unskilled or semi-skilled in the process of the job, using machines and tools, directly related to the job, set up in a replica inside or outside the plant. (SAM)

880. VOTE

A civilian contract term, a departmental coding

classification on a functional basis. (EME)

881. WAGE

That compensation received by an employee from an employer in return for the services rendered by the employee as computed by the wage plan in effect. (SAM)

882. WAGE AND SALARY ADMINISTRATION

The development and management of wage and salary structures for all ranks of personnel in an organization, on the basis of a thorough analysis and evaluation of all factors affecting the work for which payments are made. (SAM)

883. WAGE ARBITRATION

A means of settling wage disputes that arise over alleged violations of labor-management agreements. The settlement of the dispute and the final determination of the wage is left to an impartial person, persons or agency. (SAM)

884. WAGE ASSIGNMENT

a. A voluntary transfer by a worker of future compensation to other parties or to other uses such as savings bonds, debts, or union dues.

b. Attachment of wages by serving garnishee notices on the employer to withhold an employee's wages and to forward them to the court, to satisfy certain debts of the employee in question. (SAM)

885. WAGE AWARD

A decision or judgment regarding wages handed down by an arbitrator, board, or other authoritative agency in a dispute between management and labor. (SAM)

886. WAGE BRACKET (WAGE RANGE, SPREAD)

The difference between the minimum and maximum hourly rates authorized for a given job classification. (SAM)

887. WAGE CURVE

A structure of wage and salary rates or rate ranges determined by objective job evaluation or by collective bargaining to serve as a basis of salary and wage administration. (SAM)

888. WAGE DEDUCTIONS

A sum withheld by the employer from a worker's earnings to pay certain specific and authorized charges against his income such as taxes, union dues, and insurance. (SAM)

889. WAGE DIFFERENTIALS

The spread between wage rates of employees based on skill, sex, geographic, or other characteristics. (SAM)

890. WAGE PLAN*

One of many wage payment systems within a wage and salary payment policy based on either for time worked or work done. The three most common arrangements are time rates, individual or group piece rates, or incentive wages. (SAM)

891. WAGE PLAN

A scale of remuneration upon which is based payment to workers for work or for attendance at work during each hour, day or week. (BSI)

892. WAGE RANGE (See WAGE BRACKET)893. WAGE RATE

The monetary value established for a specific job, usually expressed in terms of an hourly rate. (SAM)

894. WAGES

Wages are the aggregate earnings of an employee for a given period of time such as a day or week, and are equal to the product of hourly rate times number of hours, or the product of piece rate times number of pieces, plus any premiums or bonuses earned. These earnings may be

expressed in money, in which case they are called nominal wages, or in goods and services purchasable with money, in which case they are called real wages. It is important not to confuse wages with wage rates, or nominal wages with real wages. (AB)

895. WAGE SCALE DETERMINATION

The construction of a scale of wages reflecting the relative values of jobs. (BSI)

896. WAGE SPREAD (See WAGE BRACKET)

897. WAGE SURVEY

A device used to gather reliable data and to prepare statistics on prevailing rates of pay for giving jobs throughout an industry, community, or competitive labor market. (SAM)

898. WAGNER ACT (See NATIONAL LABOR RELATIONS ACT)

899. WAITING TIME

The part of attendance time, other than unoccupied time, during which the worker is available but is prevented from working. Waiting time may be analysed under the headings Department Responsible (DR) and Department Not Responsible (DNR). (BSI)

900. WALSH-HEALEY (PUBLIC CONTRACTS ACT)

This act establishes through the Secretary of Labor, the going minimum rate of pay for a particular industry in a particular section of the country for employers operating under government contracts of \$10,000 or more. (SAM)

901. WELFARE FUNDS

A funded plan which provides payments to workers or beneficiaries in time of misfortune. Contributions to the fund are made by the employers, the employees or both and usually are used to purchase insurance coverage. (SAM)

902. WHITE COLLAR UNION

An organization composed of individuals in office, clerical, technical, professional or minor supervisory work assignments, for the purpose of improving status, professional standards, hours, working conditions, and compensation. (SAM)

903. WILDCAT STRIKE

An unauthorized work stoppage sometimes called by employees and sometimes by the local union regardless of previous commitments. A strike in violation of the collective bargaining agreement. (SAM)

904. WINK

A term used to denote 1/2000 minute. (BSI)

905. WINK COUNTER

A timing device, graduated in winks, placed in the field of the camera during the filming of an operation and easily visible. (BSI)

906. WITHHOLDING

A portion of an employee's gross wage withheld either by law, regulations, his consent, etc, for allocation and payment by the employer to its properly allocated source. (SAM)

907. WORK

The totality of discretion which a member is expected to exercise, and the prescribed acts he must discharge, in carrying out the responsibilities of the role which he occupies.

a. Discretionary Act. An act or course of action adopted by a member in doing his work, where the policy set for him left alternative courses of action from among which he had to choose.

b. Prescribed Act. An act or course of action performed by a member in doing his work, where the policy set for him allowed him no choice. (GML)

908. WORK BALANCING

The procedure used to ensure that the amounts of work assigned to individual workers in team work (eg, an assembly line) are as nearly equal as possible. (BSI)

909. WORK CONTENT

Basic time plus relaxation allowance plus any other allowance for additional work, eg, that part of contingency allowance which represents work. (BSI)

910. WORK CYCLE

A work cycle is the complete sequence of the elements necessary to perform a specific activity or task or to yield a unit of production. It may contain elements which do not recur in every cycle. (ILO)

911. WORKING CONDITIONS

All factors, including physical, social, and managerial, which directly affect the worker in his work situation. (SAM)

912. WORKING DAY/WEEK

The normal daily or weekly hours as agreed in the local situation or within the industry and beyond which overtime rates of wages may be payable. (BSI)

913. WORKING TIME

Time taken to do the work, including authorized relaxation. (BSI)

914. WORK MEASUREMENT*

The application of techniques designed to establish the work content of a specified task by determining the time required for carrying it out at a defined standard of performance by a qualified worker. (ILO)

915. WORK MEASUREMENT

The application of techniques designed to establish the time for a qualified worker to carry out a specified

job at a defined level of performance. (BSI)

916. WORK OPPORTUNITY

The number of units of work that are potentially available to a worker per unit of time (usually an hour), limited only by factors outside the control of the worker. (BSI)

917. WORKPLACE LAYOUT (See MAXIMUM WORKING AREA)

A convenient term used to describe the space and the arrangement of facilities and conditions provided for a worker in the performance of a specified job. (BSI)

918. WORK PLANNING INSTRUCTION

A written instruction outlining a standard procedure for a job, giving all relevant facts, in correct and logical order insofar as is possible. It comprises three parts:

Part I - General advance notification of tasks and stores needed.

Part II - Detailed layout and minor RCE services needed.

Part III - Work schedules and personnel needs. (RS)

919. WORK SAMPLING (See RANDOM OBSERVATION STUDIES AND ACTIVITY SAMPLING)

920. WORK SPECIFICATION

A document setting out the details of an operation or job, how it is to be performed, the layout of the workplace, particular of machines, tools and appliances to be used, and the duties and responsibilities of the worker. The standard time or allowed time assigned to the job is normally included. (BSI)

921. WORK STUDY*

The term used to embrace the techniques of method study and work measurement, which are employed to ensure the best possible use of human and material resources

in carrying out a specified activity. (ILO)

922. WORK STUDY

a. A generic term for those techniques, particularly Method Study and Work Measurement, which are used in the examination of human work in all its contexts, and which lead systematically to the investigation of all the factors which affect the efficiency and economy of the situation being reviewed, in order to effect improvement.

b. The term used to cover the processes of Analysis and Measurement of any activity. It is the basis of Methods Improvement. (SM)

923. WORK WEEK

The scheduled number of working hours in any seven day period that an employee is required to work, beyond which he is compensated overtime rates or premium pay. (SAM)

924. WRITTEN STANDARD PRACTICE (See STANDARD PRACTICE)

925. YELLOW DOG CONTRACT

An employment agreement oral or written, providing that, as a condition of employment, an employee will not become or remain a union member. Unenforceable under the Norris-LaGuardia Act and numerous similar state statutes. (SAM)